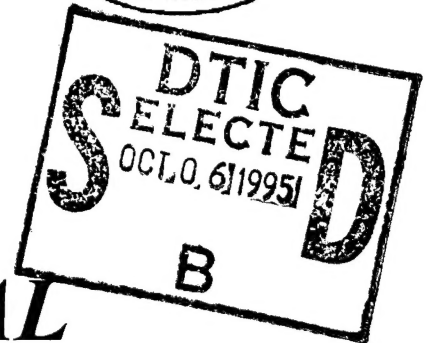


**UNITED STATES
AIR FORCE**



OCCUPATIONAL SURVEY REPORT

PARALEGAL

AFSC 5J0X1

AFPT 90-5J0-035

AUGUST 1995

19951004 109

**OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-4449**

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PREFACE

This report presents the results of an Air Force Occupational Survey of the Paralegal (AFSC 5J0X1) career ladder. Authority to conduct occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

First Lieutenant Callie J. Molloy, Inventory Development Specialist, developed the survey instrument. First Lieutenant Aaron S. Quinichett, Occupational Analyst, analyzed the data and wrote the final report. Mrs. Jeannie Guesman provided computer programming support, and Ms. Linda McDonald provided administrative support. Major Randall C. Agee, Chief, Airman Analysis Section, Occupational Measurement Squadron, reviewed and approved this report for release.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the Air Force Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Flight (OMY), 1550 5th Street East, Randolph AFB, Texas 78150-4449 (DSN 487-6623).

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SUMMARY OF RESULTS

1. Survey Coverage: Members of the Paralegal (AFSC 5J0X1) career ladder were surveyed to obtain current task and equipment data for use in examining training programs. Survey results are based on responses from 571 members worldwide. All commands were proportionately represented.
2. Career Ladder Structure: Structure analysis identified two clusters of jobs and three independent jobs: the Military Justice Cluster, the Claims Cluster, the Defense Paralegal job, the Civil and General Law job, and the Law Office Manager job. These jobs account for 92 percent of respondents, while the rest perform tasks and duties that did not place them within the main jobs of the ladder.
3. Career Ladder Progression: Due to the lateral structure of the Paralegal career ladder, members enter from another career ladder, thereby accounting for the extremely small number of 3-skill level personnel in the sample. As a result, both 3- and 5-skill level personnel perform essentially the same technical tasks, with a slight shift towards administrative/managerial functions among some 5-skill level members. Seven-skill level personnel spend 24 percent of their duty time performing managerial and supervisory functions, demonstrating an increase in responsibility as a result of experience. Specialty descriptions in AFMAN 36-2108 provide a broad and accurate overview of tasks and duties performed within the career ladder.
4. Training Analysis: Fifty percent of all first-assignment personnel group into the Claims cluster. Another 28 percent group into the Military Justice cluster. Only 3 percent are in the Civil and General Law job. As to training documents, Specialty Training Standard (STS) and basic course Plan of Instruction (POI), a lack of support was found for a large portion of both due to the wide variety of jobs within the career ladder. An alternative approach is used employing job data rather than standard criterion groups to ensure that job-specific areas are adequately covered. Several areas in the course should be reviewed by subject-matter experts (SMEs) for possible deletion from both documents due to low percent members performing in both the standard criterion groups and the job groups.
5. Job Satisfaction Analysis: Overall, respondents are satisfied with their jobs when compared to previous studies of this career ladder. Similar findings were noted when this career field's responses were compared with responses from a representative sample of similar AFSCs. Members of the Paralegal AFSC demonstrate a markedly higher willingness to reenlist when compared to similar AFSCs across time in career field (TICF) groups. Respondents within specialty job groups, for the most part, are satisfied with their jobs.

6. *Implications:* The AFSC 5J0X1 career ladder structure reflects a great deal of diversity within the career ladder. Overall job progression is normal, and AFMAN 36-2108 *Specialty Descriptions* broadly describe the jobs and tasks being performed. Job satisfaction is generally positive, but some responses were lower than job satisfaction responses from the previous survey (1989) of AFSC 705X0 respondents. A thorough review of the STS and POI is highly recommended due to the wide diversity of jobs performed. Several STS paragraphs may need to be deleted due to low percent members performing related tasks, and several areas currently taught in the basic 3-skill level course need to be reviewed for deletion due to the same problem. Several tables regarding technical tasks performed by 7-skill level personnel are presented to help career ladder training personnel develop a 7-skill level course.

**OCCUPATIONAL SURVEY REPORT (OSR)
PARALEGAL CAREER LADDER
(AFSC 5J0X1)**

INTRODUCTION

This is a report of an occupational survey of the Paralegal (AFSC 5J0X1) career ladder conducted by the Occupational Analysis Flight of the Air Force Occupational Measurement Squadron. The survey was performed to maintain currency of pertinent career field training documents. Data gathered through this OSR have been used by the technical school to review their training courses and related training documents in light of equipment and utilization changes that have occurred since the last OSR in 1989.

Background

The AFMAN 36-2108 *Specialty Descriptions* for this career field state that 3- and 5-skill level members are responsible for court reporting duties, as well as duties covering court-martials and Article 15, UCMJ actions. They also perform functions that require the processing of correspondence and the maintenance of legal files. In addition, 3- and 5-skill level members must also be familiar with several Air Force regulations for the filing of various claims.

In addition to the above, 7-skill level members are also responsible for the same tasks as those of the 3- and 5-skill level members. However, 7-skill level members, in the "supervisory" capacity, spend over significant amount of their time performing supervisory duties, such as planning, scheduling, inspecting, and evaluating paralegal activities.

The 9- and CEM-skill level members perform functions involving the supervision of a judge advocate in connection with preparing, processing, and disposing of court-martials records, line-of-duty investigations, and claims investigations. Personnel at this level also supervise legal services reporting activities.

Primary entry into this lateral career ladder is as a 3- or 5-skill level from any other AFSC. All 3-skill level Paralegals attend the Paralegal apprentice course (M3ALR5J031-000), while all 5-skill level must attend the Claims administration course (M3ALR5J051-016), which is conducted at Maxwell AFB AL.

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-5J0-035, dated February 1994. A tentative task list was prepared after reviewing pertinent career ladder publications and directives and tasks from previous applicable OSRs. The preliminary task list was refined and validated through personal interviews with 14 subject-matter experts (SMEs) at 3 operational bases and one training unit.

<u>BASE</u>	<u>ORGANIZATION</u>
Maxwell AFB AL	CPD/JA
Lackland AFB TX	37 TRW/JAE
Langley AFB VA	1 FW/JA
Eglin AFB FL	AFDTC/JAE

Other members contacted included Air Force Military Personnel Center (AFMPC) classification personnel, MAJCOM functional and resource managers, and the Air Force Career Field Manager.

The resulting JI contained a comprehensive listing of 512 tasks grouped under 13 duty headings with a background section requesting such information as grade, job title, time in present job, time in service, job satisfaction, data processing system used, and forms used in the performance of the incumbent's job.

Survey Administration

From March 1994 to July 1994, military personnel flights at operational bases worldwide administered the inventory to eligible AFSC 5J0X1 personnel. Each individual who completed the inventory first filled in an identification and biographical information section and then verified, by annotating with a checkmark, each task they perform in their current job. After annotating all tasks performed, each individual rated each task on a 9-point scale showing relative time spent on that task as compared to all other tasks annotated. The ratings ranged from 1 (very small amount of time spent) through 5 (about average time spent) to 9 (very large amount of time spent).

Using the ratings provided by the respondents, relative time spent for each task was computed by summing all the ratings given by the respondent, dividing each rating by that sum, and multiplying the result by 100. Assuming that all of the incumbent's ratings account for 100 percent of that member's job time, this procedure provides a basis for comparing job descriptions of respondents in terms of percent members performing tasks and average percentage of time spent on tasks.

Survey Sample

Personnel were selected to participate in this study so as to ensure an accurate representation across MAJCOMs and paygrades. Table 1 reflects the percentage, by MAJCOM, of assigned and sampled individuals in AFSC 5J0X1. The 571 respondents in the final sample represent 80 percent of all eligible AFSC 5J0X1 personnel. The data are displayed showing the assigned and sampled populations based on the current MAJCOM structure. Table 2 reflects the percentage distribution by paygrade groups. As shown by both tables, the survey sample accurately reflects the overall population of the career field.

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 5J0X1 personnel (generally E-6 or E-7 technicians) also completed a second booklet for either training emphasis (TE) or task learning difficulty (TD). The TE and TD booklets were processed separately from the JIs. The information gained from these task factor data is used in various analyses and is a valuable part of the training decision process.

Training Emphasis (TE). Individuals completing TE booklets were asked to rate tasks on a 10-point scale (from no training required to extremely high amount of training required). TE is a rating of which tasks require structured training for first-assignment personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal on-the-job training (OJT), or any other organized training method. TE data were independently collected from 44 experienced NCOs stationed worldwide. The interrater reliability for these raters was good, indicating there was strong agreement among raters as to which tasks required some form of structured training. In this survey, tasks have an average TE rating of 3.03 and a standard deviation of 1.75; tasks considered high in TE have ratings of 4.78 and above. TE rating data may also be used to rank order tasks indicating those which senior NCOs in the field consider the most important for first-assignment personnel to be trained to perform.

TABLE 1
MAJCOM REPRESENTATION IN SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
ACC	24	25
AFLSA	14	13
AMC	13	13
AETC	12	13
USAFE	11	11
AFMC	10	9
PACAF	9	7
AFSPACECOM	4	5
OTHER	3	4

TABLE 2
PAYGRADE DISTRIBUTION OF SAMPLE

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
E-1 to E-3	2	2
E-4	23	21
E-5	28	28
E-6	24	25
E-7	17	20
E-8	4	3
E-9	2	1

Task Learning Difficulty (TD). Each individual completing a TD booklet was asked to rate all of the tasks on a 9-point scale (from extremely low to extremely high) as to the relative difficulty of each task in the inventory. Difficulty is defined as the length of time required by the average incumbent to learn to do the task. TD data were independently collected from 57 experienced NCOs stationed worldwide. Interrater reliability was acceptable. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. The resulting data yield essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory. When used in conjunction with the primary criterion of percent members performing, TD and TE ratings can provide insight into first-assignment personnel training requirement. Such insights may suggest a need for lengthening or shortening portions of instruction in support of first-enlistment jobs.

CAREER LADDER STRUCTURE

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs performed by the respondents. The Comprehensive Occupational Data Analysis Program (CODAP) assists by creating an individual job description for each respondent based on the tasks performed and relative amount of time spent on these tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, CODAP either adds new members to this initial group or forms new groups based on the similarity of tasks and time spent ratings.

The basic group used in the hierarchical clustering process is the job. When two or more jobs have a substantial degree of similarity, in tasks performed and time spent on tasks, they are grouped together and identified as a cluster. The structure of the career ladder is then defined in terms of jobs and clusters of jobs.

Overview of Specialty Jobs

Based on the analysis of tasks performed and the amount of time spent performing each task, two clusters of jobs and three independent jobs were identified within the career ladder. Figure 1 illustrates the jobs performed by AFSC 5J0X1 personnel.

AFSC 5J0X1 CAREER LADDER JOBS (N=567)

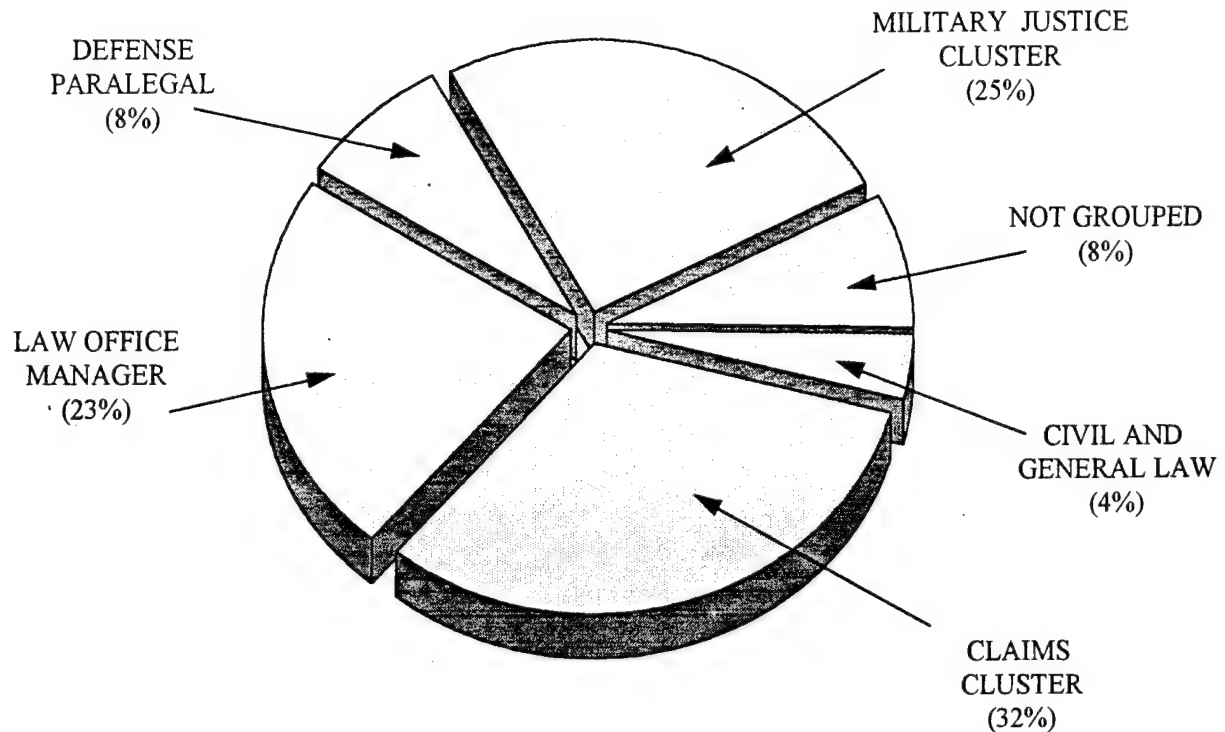


FIGURE 1

A listing of these jobs and job clusters is provided below. The stage (STG) number shown beside each title references computer printed information, the letter "N" indicates the number of personnel in each group.

- I. MILITARY JUSTICE CLUSTER 25% (STG24, N=147)
 - A. Article 15 Job
 - B. General UCMJ Job
- II. CLAIMS CLUSTER 32% (STG18, N=180)
 - A. General Claims Job
 - B. Hospital/Recovery Claims Job
- III. DEFENSE PARALEGAL JOB 8% (STG70, N=48)

IV. CIVIL AND GENERAL LAW JOB 4% (STG32, N=20)

V. LAW OFFICE MANAGER JOB 23% (GP43, N=130)

VI. NOT GROUPED 8% N=42

The respondents forming these groups account for 93 percent of the survey sample. The remaining 8 percent perform tasks that do not group with any of the other defined jobs. Some of the job titles given by respondents that were representative of these personnel include: Assistant co-legal assistance, magistrate court clerk, superintendent operations and military, NCOIC curriculum support, instructor, and CDC writer.

Group Descriptions

The following paragraphs contain brief descriptions of the two job clusters and three independent jobs identified through the career ladder structure analysis. Appendix A lists representative tasks performed by identified independent job and job cluster groups. Table 3 displays time spent on duties, while Table 4 provides demographic information for each job discussed within this report.

Another way to illustrate these jobs is to summarize tasks performed into groups of task modules. These modules were identified through CODAP co-performance clustering, which presents the average probability that members who perform one task will also perform a second task or group of related tasks. Each job description includes a listing of the top task modules for that job. This allows for a very concise display of where job incumbents spend most of their time, and develops a comprehensive overview of each job. The display shows the number of tasks included in a module, the average percent time spent on that module, and the average percent members performing the particular task module. Representative task modules are listed as part of the job description. The list of modules with respective tasks is presented in Appendix B.

TABLE 3

AVERAGE TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	MILITARY JUSTICE CLUSTER N=147	CLAIMS CLUSTER N=180	DEFENSE PARALEGAL JOB N=48	CIVIL & GEN LAW JOB N=20	LAW OFFICE MANAGER JOB N=130
A. ORGANIZING AND PLANNING	3	3	10	4	16
B. DIRECTING AND IMPLEMENTING	2	3	4	5	17
C. INSPECTING AND EVALUATING	2	2	2	4	13
D. TRAINING	1	1	1	1	10
E. PERFORMING GENERAL OFFICE FUNCTIONS	14	13	36	36	25
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	5	6	2	48	5
G. PERFORMING ARTICLE 15 FUNCTIONS	25	*	2	*	2
H. PERFORMING MILITARY JUSTICE FUNCTIONS	43	*	6	*	4
I. PERFORMING DEFENSE PARALEGAL (DP) FUNCTIONS	*	*	29	0	*
J. PERFORMING COURT REPORTING	1	*	1	1	*
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	2	71	2	0	4
L. PERFORMING LAW LIBRARY FUNCTIONS	*	1	6	*	3
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	*	*	*	*	*

TABLE 4

SELECTED BACKGROUND DATA FOR AFSC 5J0X1 CAREER LADDER JOBS

	MILITARY JUSTICE CLUSTER	CLAIMS CLUSTER	DEFENSE PARALEGAL JOB	CIVIL & GEN LAW JOB	LAW OFFICE MANAGER JOB
NUMBER IN GROUP	147	180	48	20	130
PERCENT OF SAMPLE	25%	32%	8%	4%	23%
DAFSC DISTRIBUTION:					
5J031	2%	6%	0%	0%	0%
5J051	57%	66%	81%	65%	8%
5J071	40%	28%	19%	35%	60%
PAYGRADE DISTRIBUTION:					
E-1 to E-3	3%	4%	19%	25%	1%
E-4	22%	37%	71%	30%	2%
E-5	35%	30%	10%	45%	20%
E-6	30%	26%			61%
E-7	10%	4%			13%
E-8					4%
E-9					
AVERAGE TASKS PERFORMED	125	72	87	33	99
AVERAGE MONTHS TICF	73	61	71	90	143
PERCENT IN FIRST ASSIGNMENT	28%	45%	6%	20%	2%
PERCENT SUPERVISING	32%	25%	0%	25%	85%

I. MILITARY JUSTICE CLUSTER (STG24).

This is one of the two technical core jobs of the career ladder, performed by 25 percent of the respondents. The overall mission of this cluster of jobs is to perform tasks such as distributing court-martials orders; preparing trial folders on and performing Article 15, UCMJ activities; also, monitoring offenses to ensure timely initiation of Article 15, UCMJ, actions, and drafting charges and specifications for Article 15, UCMJ, actions. Members spend more than 80 percent of their time in three technical duties: Performing Military Justice Functions; Performing Article 15, UCMJ, Functions; and Performing General Office Functions. They perform more tasks than any other job or cluster in the career ladder. Representative tasks performed by members within this cluster include:

MILITARY JUSTICE CLUSTER	
Number of members	147
Percent of total sample	25%
Average number of tasks performed	125
Average time in career field	6 yrs
Average TAFMS	11.3 yrs
Predominant DAFSC	5J051/71
Predominant paygrades	E-4/E-5/ E-6/E-7
Predominant MAJCOM	ACC

- Input Article 15, UCMJ, Automated Military Justice Analysis and Management System (AMJAMS) data on computers
- Process and distribute completed Article 15, UCMJ, actions other than appeal actions
- Complete Article 15, UCMJ, processing checklists
- Review completed Article 15, UCMJ, AMJAMS inputs
- Notify participants of court-martials or boards
- Prepare courtrooms for proceedings
- Coordinate witness fundings
- Prepare or type Article 15, UCMJ, punishment indorsements

Respondents in these jobs predominantly hold the 5- and 7-skill level, and they average approximately 6 years time in the career field (TICF).

This cluster contains two jobs that are distinguished from each other by the different specific functions they perform.

The first is the Article 15 job. These members are primarily responsible for functions such as preparing, typing, and processing Article 15's that consumes 27 percent of their time. However, they also spend more than half of their time performing other military justice related activities and general office functions which other personnel in the cluster perform.

The second job is the UCMJ job. Members spend 45 percent of their time performing tasks related to Military Justice, the majority of which are court-martials oriented tasks. The remainder of their time is spent performing the same functions as the rest of the cluster.

Representative task modules for this cluster include:

<u>TM</u>	<u>Module Title</u>	<u>No. of Tsk</u>	<u>Percent Time Spent (Sum)</u>	<u>Avg Percent Members Perform</u>
0016	Article 15 Actions	28	23	77
0018	Preparation of AF, DD, & Other Legal Forms	33	19	71
0017	Court-Martial Orders	7	4	71

These modules clearly demonstrate an emphasis of military justice covering a broad range of activities that distinguish their specific functions (i.e., Article 15 actions).

II. CLAIMS CLUSTER (STG18). The 180 members of this cluster represent 32 percent of the total survey sample. This is the work performed by the most members of the career ladder. Members spend 70 percent of their time performing claims functions. They also spend an extensive amount of time performing the general administrative tasks. Members are distinguished by the amount of time they spend performing the following tasks:

- Conduct claims investigations
- Perform follow-up actions on personnel recovery claims
- Compose or type administrative correspondence
- Analyze claims management data listings or reports
- Coordinate claims with other investigative agencies
- Review security police blotters for potential claims
- Process claims under military claims act

CLAIMS CLUSTER	
Number of members	180
Percent of total sample	32%
Average number of tasks performed	72.5
Average time in career field	5 yrs
Average TAFMS	9.8 yrs
Predominant DAFSC	5J051
Predominant paygrades	E-4/E-5/E-6
Predominant MAJCOM	ACC

Being a core job of this specialty, two-thirds (66 percent) of the incumbents hold the 5-skill level, and they average approximately 5 years in the career field.

This cluster also contains two jobs--General Claims job and Hospital/Recovery Claims job--which are distinguished by the type of claims with which they work. As the title implies, the Hospital/Recovery Claims job is performed by a small number of personnel who spend 31 percent of their time dealing specifically with medical types of claims.

This cluster can further be described by the following list of representative task modules.

<u>TM</u>	<u>Module title</u>	<u>No. of Tsk</u>	<u>Percent Time Spent (Sum)</u>	<u>Avg Percent Members Perform</u>
0010	Claims Clerk	27	43	85
0002	Law Office Manager/Administration	46	15	26
0011	General Claims Processing	5	4	66
0011	Claims Preparation	5	4	58

The task module data reflects that the predominant amount of job time deals with claims in general. Since the Hospital/Recovery Claims job comprises such a small group within the cluster, the module data does not highlight the specific nature of their tasks.

III. DEFENSE PARALEGAL JOB (STG70). The 48 members of this job represent 8 percent of the total sample. Members in this job have a unique role in the Paralegal arena. They spend the majority of their time (35 percent) performing general office functions, but they spend a considerable portion of their time (29 percent) doing defense related activities. Many of the tasks performed concern activities directed at preparing the case on behalf of their clients. They perform many troubleshooting and monitoring tasks related to various computer systems. Distinguishing tasks for the Defense Paralegal job include:

- Prepare and type client statements
- Schedule client appointments
- Prepare and type client responses for discharge actions
- Conduct client interviews
- Establish eligibility of clients for defense services
- Prepare and type Defense Paralegal (DP) training reports
- Prepare and type requests for delay actions
- Post changes to publications
- Order supplies
- Procure standard office supplies

DEFENSE PARALEGAL JOB	
Number of members	48
Percent of total sample	8%
Average number of tasks performed	85
Average time in career field	5.9 yrs
Average TAFMS	10.9 yrs
Predominant DAFSCs	5J051
Predominant paygrades	E-4/E-5/E-6
Predominant MAJCOM	AFLSA

The average TICF is 5.9 years. Eighty-one percent possess the 5-skill level, while the remaining 19 percent possess the 7-skill level. The vast majority of personnel hold the E-5 rank (71 percent).

Representative task modules for this cluster include:

<u>TM</u>	<u>Module title</u>	<u>No. of Tsk</u>	<u>Percent Time Spent (Sum)</u>	<u>Avg Percent Members Perform</u>
0002	Law Office Manager/Administration	46	45	72
0029	Defense Paralegal/Mil Justice Clerk	24	27	77
0004	Law Library Accountable Officer	7	5	77

As expected, the task module data displays a high average percent performing the Defense Paralegal module. This job had the highest response to this module of all the other jobs and clusters identified in the survey.

IV. CIVIL AND GENERAL LAW JOB (STG32).

This small group of incumbents has a distinct role within the Paralegal world. They perform civil law functions and other related activities, such as witnessing the execution of wills and typing Powers of Attorney. They also perform the general office activities, as do members of all the jobs within this specialty, to a lesser degree than other Paralegal personnel. Representative tasks are presented below:

- Prepare simple wills
- Assist in preparation of legal assistance cards
- Brief clients on powers of attorney
- Witness legal documents
- Verify eligibility of clients for legal assistance
- Schedule office appointments
- Refer clients to other supportive agencies

CIVIL AND GENERAL LAW JOB	
Number of members	20
Percent of total sample	4%
Average number of tasks performed	33
Average time in career field	7.5 yrs
Average TAFMS	12.9 yrs
Predominant DAFSCs	5J051
Predominant paygrades	E-4/E-5/E-6
Predominant MAJCOM	N/A

The Civil and General Law job members average over 7.5 years in the career field. The predominant paygrade is E-4 through E-6. Members are broadly distributed throughout the MAJCOMs.

Representative task modules for this cluster include:

<u>TM</u>	<u>Module title</u>	<u>No. of Tsk</u>	<u>Percent Time Spent (Sum)</u>	<u>Avg Percent Members Perform</u>
0001	Wills/Powers of Attorney	7	26	84
0002	Law Office Manager/Administration	46	40	29
0026	Tax Assistance	4	3	28

The task module data clearly demonstrates an emphasis on civil related activities that would be conducted on behalf of the clients.

V. LAW OFFICE MANAGER JOB (GP43).

These 130 members, unlike those in the other jobs of the specialty, primarily perform administrative, management, and supervisory tasks, such as establishing performance feedback standards for subordinates and writing EPRs. However, they still spend about one-fourth of their job time performing general office functions. Tasks that distinguish this cluster from the rest of the ladder include:

- Establish work priorities
- Direct drafting of correspondence, messages, or reports
- Compose or type administrative correspondence
- Plan use of office equipment or supplies
- Establish work methods or procedures
- Counsel personnel on personal or military-related matters

LAW OFFICE MANAGER JOB	
Number of members	130
Percent of total sample	23%
Average number of tasks performed	99
Average time in career field	12 yrs
Average TAFMS	17.4 yrs
Predominant DAFSCs	5J071
Predominant paygrades	E-6/E-7/E-8
Predominant MAJCOM	ACC/AMC

Respondents holding this job are relatively experienced personnel, averaging approximately 12 years in the career field (TICF). Sixty percent of the respondents hold the 7-skill level, while 21 percent hold the 9-skill level; and 12 percent reported holding the CEM-level. Emphasis on the managerial aspects of the job are shown by the following modules:

<u>TM</u>	<u>Module title</u>	<u>No. of Tsk</u>	<u>Percent Time Spent (Sum)</u>	<u>Avg Percent Members Perform</u>
0002	Law Office Manager/Administration	46	37	65
0005	Supervision	27	21	68
0003	Briefing	4	2	51

This particular task module data reflects a high concentration of time on the Law Office Manager/Administration tasks. Although this module appears as a large part of several other jobs, it constitutes the largest part of this job.

COMPARISON OF CURRENT JOB STRUCTURE TO PREVIOUS STUDY

The results of this specialty job analysis were compared to those of the last Paralegal OSR published in 1989. As shown in Table 5, the five jobs in the current study were also identified in 1989. Four jobs, however, were identified in the 1989 survey but not identified in the current survey. It appears that these unidentified jobs were subsumed into the present career ladder structure as opposed to being extinguished, with exception to the MAJCOM AMJAMS (Automated Military Justice Analysis and Management System) personnel. These were the Executive Support Personnel, Circuit Court Administrators, NCOIC Law Office Personnel, and MAJCOM AMJAMS Personnel jobs. In both surveys, sizable groups of Military Justice Personnel and Claims Personnel were identified as performing the core jobs of the career ladder. These two jobs comprised 57 percent of the 1989 and 1993 sample.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may then be used to evaluate how well career ladder documents, such as AFMAN 36-2108 *Specialty Descriptions* and the STS, reflect what career ladder personnel are actually doing in the field.

The distribution of skill-level groups across the specialty jobs is displayed in Table 6, while Table 7 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups. A typical pattern of progression is present, with personnel spending more of their relative time on duties involving supervisory, managerial, and training tasks as they

TABLE 5

SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1989 SURVEYS

CURRENT SURVEY (N=567)	PERCENT OF SAMPLE	1989 SURVEY (N=738)	PERCENT OF SAMPLE
MILITARY JUSTICE CLUSTER -- ARTICLE 15 -- UCMJ	25	MILITARY JUSTICE PERSONNEL -- ARTICLE 15 PERSONNEL -- NCOIC MILITARY JUSTICE -- MILITARY JUSTICE CLERKS MILITARY JUSTICE--GCM PERSONNEL MILITARY JUSTICE -SINGLE BASE GCM PERSONNEL	24 2 1
CLAIMS CLUSTER -- HOSPITAL/RECOVERY CLAIMS -- GENERAL CLAIMS	32	CLAIMS PERSONNEL -- HOSPITAL RECOVERY CLAIMS -- CLAIMS EXAMINER -- NCOIC CLAIMS	30
DEFENSE PARALEGAL JOB	8	AREA DEFENSE ADMINISTRATORS	10
CIVIL AND GENERAL LAW JOB	4	CIVIL LAW PERSONNEL	4
LAW OFFICE MANAGER JOB	23	LAW OFFICE MANAGERS	17
		EXECUTIVE SUPPORT PERSONNEL	1
		CIRCUIT COURT ADMINISTRATORS	2
		NCOIC LAW OFFICE	6
		MAJCOM AMJAMS PERSONNEL	1
NOT GROUPED	8	NOT GROUPED	4

TABLE 6

DISTRIBUTION OF MEMBERS BY DAFSC ACROSS
CAREER LADDER JOBS
(PERCENT MEMBERS RESPONDING)

JOB	DAFSC 5J031/51 N=293	DAFSC 5J071 N=228	DAFSC 5J091/00 N=46
MILITARY JUSTICE CLUSTER	30	26	3
CLAIMS CLUSTER	44	22	0
DEFENSE PARALEGAL JOB	13	4	0
CIVIL AND GENERAL LAW JOB	4	3	0
LAW OFFICE MANAGER JOB	3	34	93
NOT GROUPEd	6	11	4

TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF DAFSC GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC		
	5J031/51 (N=293)	5J071 (N=228)	5J091/00 (N=46)
A. ORGANIZING AND PLANNING	4	9	19
B. DIRECTING AND IMPLEMENTING	2	9	20
C. EVALUATING AND INSPECTING	2	6	16
D. TRAINING	*	5	13
E. PERFORMING GENERAL OFFICE FUNCTIONS	19	22	20
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	9	6	3
G. PERFORMING ARTICLE 15, UCMJ, FUNCTIONS	9	6	2
H. PERFORMING MILITARY JUSTICE FUNCTIONS	13	14	4
I. PERFORMING DEFENSE PARALEGAL (DP) FUNCTIONS	4	1	*
J. PERFORMING COURT REPORTING FUNCTIONS	1	*	*
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	33	18	*
L. PERFORMING LAW LIBRARY FUNCTIONS	2	2	2
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	*	*	*

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

move upward toward the 7-, 9-, or CEM-skill level code. As will be pointed out in the specific skill-level group discussions below, 7-skill level personnel are still involved with technical task performance.

Skill-Level Descriptions

DAFSC 5J031/51. The 293 3-/5-skill level personnel (representing 52 percent of the survey sample) perform an average of 81 tasks, with 53 tasks accounting for over 50 percent of their relative job time. Due to the lateral structure of the career ladder, there exists a disproportionately small number of 3-skill level members (15), whose duties and tasks are indistinguishable from those duty and tasks performed by the 5-skill level members (278). As shown in Table 7, they spend approximately 52 percent of their time performing Air Force Claims functions and performing General Office functions, while 13 percent of their time is spent performing Military Justice duties. Examples of tasks performed by 3-/5-skill level personnel include: composing or typing administrative correspondence, reproducing materials and documents, briefing claimants on claims filing procedures, and assembling claims files. Other examples of common tasks performed by a majority of these airmen are shown in Table 8.

DAFSC 5J071. The 228 7-skill level airmen (40 percent of the survey sample) perform an average of 99 tasks, with 51 tasks accounting for over half of their relative job time. Twenty-nine percent of their relative job time is spent on the usual supervisory, managerial, and training duties (see Table 7). While the display of tasks in Table 9 clearly shows supervisory responsibilities, members spend 54 percent of their relative job time performing a variety of the most common technical tasks in the field such as preparing and typing powers of attorney, witnessing the execution of wills, and witnessing legal documents. Table 10 displays those tasks that more clearly differentiate between the 3-/5- and 7-skill level groups. These tasks focus on interpreting policies, directives, and procedures for subordinates; conducting performance feedback; counseling subordinates; and establishing work priorities.

To better illustrate the technical diversity among the 7-skill level sample, Tables 11, 12, 13, and 14 are included to show that 7-skill levels who work in three technically oriented jobs perform very different tasks. This information can be extremely useful to functional managers and training personnel in putting together a new mandatory 7-skill level course required for the AFSC 5J0X1 specialty.

DAFSC 5J091/00. Nine- and CEM-skill level personnel represent 8 percent of the survey sample and perform an average of 89 tasks. As expected, an overwhelming majority of their time is spent on supervisory and management tasks. Commonly performed tasks are displayed in Table 15. Tasks that best distinguish 7- and 9-/CEM-skill level members are presented in Table 16. This table highlights the larger degree to which 9-/CEM-skill level members' time is spent on supervisory and management functions.

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J031/51 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=293)
E111 Compose or type administrative correspondence	73
F198 Witness execution of wills	66
E145 Reproduce materials and documents	65
E150 Schedule office appointments	58
E125 Maintain administrative files	57
E147 Retrieve data using computers	57
E110 Compile statistical data	57
F199 Witness legal documents	55
E144 Refer clients to other supportive agencies	55
E151 Sort and distribute incoming mail	54
F154 Brief clients on powers of attorney	54
F174 Prepare or type powers of attorney	52
K400 Brief claimants on claims filing procedures	49
E131 Post changes to publications	49
K392 Adjudicate claims	49
K395 Assemble claims files	49
E112 Conduct client interviews	49
K423 Prepare claim labels	48
K471 Verify that client is proper claimant	46
E109 Administer client questionnaires	46
K402 Conduct claims inspections	45
F197 Verify eligibility of clients for legal assistance	45
A8 Establish administrative files	45
F153 Assist in preparation of legal assistance cards	45
K405 Determine chapter for claims	44
K401 Conduct claims briefings	44
K449 Process DD Forms 1840	44
A12 Establish work priorities	44
K398 Assert carrier recovery claims	43
K455 Process personnel claims	43
K422 Prepare claim inspection memorandums	43

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=228)
E111 Compose or type administrative correspondence	80
A12 Establish work priorities	77
E145 Reproduce materials and documents	76
E147 Retrieve data using computers	69
E151 Sort and distribute incoming mail	67
E110 Compile statistical data	65
E125 Maintain administrative files	64
B30 Direct drafting of correspondence, messages, or reports	64
A11 Establish work methods or procedures	64
A16 Plan or schedule work assignments or priorities	62
F198 Witness execution of wills	62
B31 Direct maintenance of administrative files	61
E140 Process incoming and outgoing electronic mail	60
A8 Establish administrative files	60
E148 Review suspense dates	59
E124 Log or suspense incoming correspondence	58
B29 Counsel personnel on personal or military-related matters	58
F154 Brief clients on powers of attorney	58
E143 Procure standard office supplies	57
C51 Conduct self-inspections	56
A19 Plan use of office equipment or supplies	55
F199 Witness legal documents	55
E144 Refer clients to other supportive agencies	55
E141 Procure billeting or transportation arrangements	55
C64 Review outgoing correspondence	54
E123 Inventory equipment or supplies	54
C50 Conduct performance feedback worksheet (PFW) evaluation sessions	53
E130 Order supplies	52
E126 Maintain computer systems	51
E133 Prepare charts or graphs	50
B39 Interpret policies, directives, or procedures for subordinates	50
F174 Prepare or type powers of attorney	50
A13 Monitor computer security	49

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 5J03/51 AND DAFSC 5J071 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	5J03/51 (N=293)	5J071 (N=228)	DIFFERENCE
C50 Conduct performance feedback worksheet (PFW) evaluation sessions	12	53	-41
C68 Write EPRs	8	47	-39
B29 Counsel personnel on personal or military-related matters	20	58	-38
C56 Evaluate personnel for compliance with performance standards	9	46	-37
B39 Interpret policies, directives, or procedures for subordinates	13	49	-36
B30 Direct drafting of correspondence, messages, or reports	29	64	-35
C70 Write recommendations for awards or decorations	5	40	-35
D88 Maintain OJT records	11	46	-35
A12 Establish work priorities	44	77	-33
A10 Establish performance standards for subordinates	13	46	-33

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J071 PERSONNEL
WHO WORK IN THE MILITARY JUSTICE CLUSTER

TASKS	PERCENT MEMBERS PERFORMING (N=59)
G205 Input Article 15, Automated Military Justice Analysis and Management System (AMJAMS) data on computers	95
H250 Distribute court-martial orders	95
G226 Review completed Article 15, UCMJ, actions for administrative accuracy and legal sufficiency	92
G227 Review completed Article 15, UCMJ, AMJAMS inputs	90
H277 Prepare or type court-martial convening orders	90
H251 Distribute court-martial records of trials to reviewing authorities	90
H278 Prepare or type court-martial promulgating orders	88
H292 Prepare or type proposed court member lists	88
H254 Edit AMJAMS products	87
H245 Coordinate witness fundings	87
E145 Reproduce materials and documents	83
G207 Monitor offenses to ensure timely initiation of Article 15, UCMJ, actions	83
E125 Maintain administrative files	83
H275 Prepare or type court-martial actions of convening authorities	83
H238 Complete court-martial processing checklists	83
H303 Process court-martial orders	81
A12 Establish work priorities	81
G220 Process and distribute completed Article 15, UCMJ, actions other than appeal actions	81
G203 Draft charges and specifications for Article 15, UCMJ, actions	80
H260 Notify participants of court-martials or boards	80
G215 Prepare or type Article 15, UCMJ, punishment indorsements	80
H282 Prepare or type DD Forms 494 (Court-Martial Data Sheet)	80
H249 Distribute AF Forms 1359 (Report of Result of Trial)	80
G221 Process Article 15, UCMJ, appeal actions	80
E111 Compose or type administrative correspondence	78
G201 Complete Article 15, UCMJ, processing checklists	78
H326 Review charge sheets for completeness	78
G206 Maintain suspense logs for Article 15, UCMJ, actions	78
H333 Review RIPs for court-martials	78
H270 Prepare or type amendments to court-martial convening orders	78
H300 Prepare trial folders	78
H331 Review RIPs for court-martials	78

TABLE 12

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J071 PERSONNEL
WHO WORK IN THE CLAIMS CLUSTER

TASKS	PERCENT MEMBERS PERFORMING (N=51)
K423 Prepare claim labels	98
K392 Adjudicate claims	96
K455 Process personnel claims	90
K415 Perform follow-up actions on carrier recovery claims	90
K471 Verify that client is proper claimant	90
K395 Assemble claims files	90
K421 Prepare carrier recovery claims for set offs	90
K422 Prepare claim inspection memorandums	90
K443 Process carrier recovery claims for settlements	88
K398 Assert carrier recovery claims	86
K449 Process DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)	86
K400 Brief claimants on claims filing procedures	86
K427 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)	86
K402 Conduct claims inspections	86
K442 Process carrier recovery claims for set offs	84
K405 Determine chapter for claims	84
K411 Maintain claims logs	82
K393 Analyze claims management data listings or reports	80
K406 Determine claims jurisdiction	80
K425 Prepare claims for transmittal	80
K469 Suspend claim actions, such as salvage turn-ins or carrier recoveries	78
K394 Annotate claims funds logs	78
K424 Prepare claimant instruction packets	78
K426 Prepare DD Forms 1131 (Cash Collection Voucher)	76
K408 Edit claims management products	75
K446 Process claims payment vouchers	75
K412 Maintain potential claim files	75
K417 Perform follow-up actions on incomplete mail-in claims	75
K401 Conduct claims briefings	75
K466 Review completed claims files prior to payment	73
K403 Conduct claims investigations	73
K435 Prepare salvage documents	73
K433 Prepare or type settlement agreements	71

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J071 PERSONNEL
WHO WORK IN THE CIVIL AND GENERAL LAW JOB

TASKS	PERCENT MEMBERS PERFORMING (N=7)	
F198	Witness execution of wills	100
F199	Witness legal documents	100
E111	Compose or type administrative correspondence	100
E144	Refer clients to other supportive agencies	100
F153	Assist in preparation of legal assistance cards	86
E112	Conduct client interviews	86
F179	Prepare simple wills	86
E145	Reproduce materials and documents	86
F154	Brief clients on powers of attorney	86
F174	Prepare or type powers of attorney	86
E109	Administer client questionnaires	86
F155	Brief or assist clients in filing electronic income tax returns	71
E110	Compile statistical data	71
F167	Prepare or type legal assistance reports	71
E122	Hand-carry priority communications or documents to internal action offices	71
F197	Verify eligibility of clients for legal assistance	57
F160	Conduct will executions	57
E147	Retrieve data using computers	57
E150	Schedule office appointments	57
A12	Establish work priorities	57
E125	Maintain administrative files	57
E135	Prepare requisitions for reproduction services	57
F159	Conduct will briefings	43
F156	Brief or assist clients on preparation of federal or state income tax returns	43
F190	Process off-duty employment applications	43
E126	Maintain computer systems	43
F195	Search directives, files, or legal references for information, such as opinions and decisions	43
E148	Review suspense dates	43
F158	Conduct preventive law briefings, such as newcomers orientation or Law of Armed Conflict	43
E124	Log or suspense incoming correspondence	43
F162	Notarize documents	43
E133	Prepare charts or graphs	43
C51	Conduct self-inspections	43

TABLE 14

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J071 PERSONNEL
WHO WORK IN THE DEFENSE PARALEGAL JOB

TASKS	PERCENT MEMBERS PERFORMING (N=9)
I371 Schedule client appointments	100
E150 Schedule office appointments	100
I353 Prepare and type client statements	100
I352 Prepare and type client responses for discharge actions	100
E112 Conduct client interviews	100
E151 Sort and distribute incoming mail	100
I344 Establish eligibility of clients for defense services	100
I350 Prepare and type case witness statements	100
I341 Conduct initial reviews of adverse actions	100
E125 Maintain administrative files	100
E141 Procure billeting or transportation arrangements	100
I355 Prepare and type Defense Paralegal (DP) training reports	100
E143 Procure standard office supplies	100
E130 Order supplies	100
E131 Post changes to publications	100
E129 Order publications	100
E123 Inventory equipment or supplies	100
L472 Conduct random spot-checks of law library	100
L473 Dispose of law library publications	100
L475 Inventory equipment or supplies	100
E111 Compose or type administrative correspondence	89
A7 Draft budget requirements	89
I364 Prepare and type requests for delay actions	89
I347 Maintain defense counsel case dockets	89
A8 Establish administrative files	89
E140 Process incoming and outgoing electronic mail	89
I346 Interview case witnesses	89
E128 Order equipment	89
L477 Maintain suspense files of newly purchased materials	89
L479 Prepare law library shelf-list cards	89
E145 Reproduce materials and documents	78
A12 Establish work priorities	78
E144 Refer clients to other supportive agencies	78

TABLE 15

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5J091/00 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=46)
B29 Counsel personnel on personal or military-related matters	98
B30 Direct drafting of correspondence, messages, or reports	96
B39 Interpret policies, directives, or procedures for subordinates	96
C68 Write EPRs	96
C70 Write recommendations for awards or decorations	93
B24 Assign personnel to duty positions	93
A2 Determine or establish logistics requirements, such as personnel, equipment, space, or supplies	91
C50 Conduct performance feedback worksheet (PFW) evaluation sessions	91
A16 Plan or schedule work assignments or priorities	89
A12 Establish work priorities	89
A10 Establish performance standards for subordinates	89
B28 Conduct supervisory orientations of newly assigned personnel	89
B47 Supervise Paralegal Craftsmen (AFSC 5J071)	87
A11 Establish work methods or procedures	87
A19 Plan use of office equipment or supplies	87
B41 Maintain or update office rosters	87
A21 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	87
A7 Draft budget requirements	85
A23 Write job or position descriptions	85
B42 Participate in board, committee, or council meetings	83
B40 Interview personnel for employment	83
A1 Assign sponsors for newly assigned personnel	83
E111 Compose or type administrative correspondence	81
C64 Review outgoing correspondence	78
E148 Review suspense dates	78
C56 Evaluate personnel for compliance with performance standards	78
C54 Evaluate individuals for promotions, demotions, reclassification, or special awards	78
B43 Supervise civilian personnel	78
A15 Plan facility layouts	74
E147 Retrieve data using computers	72
A22 Upgrade computer system software	70

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 5J071 AND DAFSC 5J091/00 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	5J071 (N=293)	5J091/00 (N=46)	DIFFERENCE
K395 Assemble claims files	31	0	31
K423 Prepare claim labels	31	0	31
K392 Adjudicate claims	34	4	30
E125 Maintain administrative files	64	35	29
K405 Determine chapter for claims	30	2	28
K443 Process carrier recovery claims for settlements	27	0	27
F153 Assist in preparation of legal assistance cards	43	17	26
B24 Assign personnel to duty positions	38	87	-49
B47 Supervise Paralegal Craftsmen (AFSC 5J071)	34	83	-49
B40 Interview personnel for employment	39	89	-50
A23 Write job or position descriptions	28	78	-50
C70 Write recommendations for awards or decorations	40	93	-53
B43 Supervise civilian personnel	30	85	-55
B28 Conduct supervisory orientations of newly assigned personnel	27	83	-56
A1 Assign sponsors for newly assigned personnel	30	87	-57
B41 Maintain or update office rosters	32	93	-61

Summary

All skill-level members perform many common tasks, and all groups spend the vast majority of their relative job time performing general paralegal functions and other technical natured tasks, with exception to the 9-/CEM-skill level personnel. While there is a moderate shift towards supervisory functions at the 7-, 9-/CEM-skill level personnel are, almost exclusively, performing supervisory duties.

ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTIONS*

Survey data were compared to final draft of AFMAN 36-2108 *Specialty Descriptions* for the Paralegal career ladder, dated 30 April 1991. The combined 3- and 5-skill level *Specialty Description* appears complete and accurately portrays the range and technical nature of the job. The description for the craftsman (DAFSC 5J071) accurately reflects both the supervisory and the previously discussed technical nature of the job. The combined 9-skill level and CEM *Specialty Description* accurately reflects the dominance of supervisory and management activities performed by these members.

TRAINING ANALYSIS

Occupational surveys provide sources of information that can be used to assist in the development of training programs relevant to the needs of personnel in their first assignment. Factors that may be used in evaluating training include the overall description of the job being performed by first-assignment personnel and their distribution across career ladder jobs. Percentage members performing specific tasks are available for first-job (1-24 months' TICF) and first-assignment (1-48 months).

First-Assignment Personnel

In this study there are 199 active duty members in their first assignment (1-48 months' TICF), representing 24 percent of the survey sample. The jobs performed by these personnel are primarily in two areas: Claims and Military Justice (see Figure 2). There are a small number of personnel assigned to the other three career ladder jobs. However, the percentage of personnel performing claims oriented tasks clearly emphasizes the preeminence of this job for first-assignment personnel among the others. Tables 17 and 18 describe the work performed by these members with a listing of time spent in duties and the top tasks performed by them.

FIRST-ASSIGNMENT PERSONNEL JOBS (N=199)

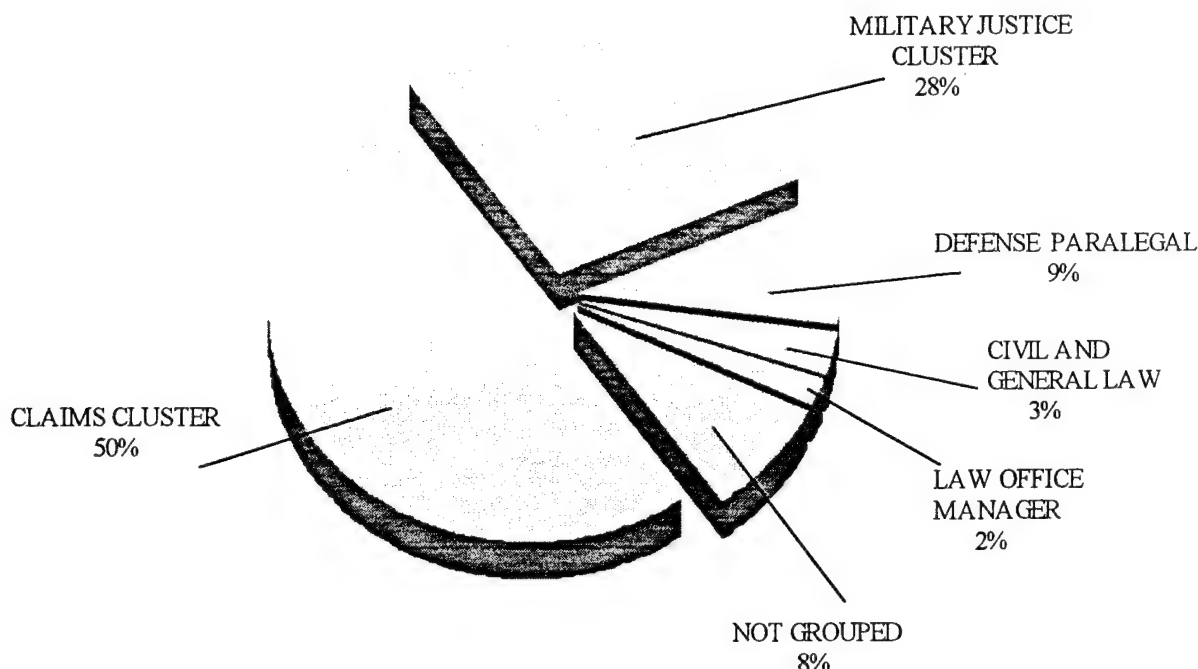


FIGURE 2

TE and TD Data

TE and TD are secondary factors that can assist technical school personnel in deciding which tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for first-assignment personnel training. When combined with data on the percentages of first-assignment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings but low percentages performing may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-assignment personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

TABLE 17

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY
FIRST-ASSIGNMENT AFSC 5J0X1 PERSONNEL

DUTIES	PERCENT TIME SPENT
A. ORGANIZING AND PLANNING	4
B. DIRECTING AND IMPLEMENTING	3
C. INSPECTING AND EVALUATING	2
D. TRAINING	1
E. PERFORMING GENERAL OFFICE FUNCTIONS	18
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	8
G. PERFORMING ARTICLE 15, UCMJ, FUNCTIONS	9
H. PERFORMING MILITARY JUSTICE FUNCTIONS	13
I. PERFORMING DEFENSE PARALEGAL (DP) FUNCTIONS	3
J. PERFORMING COURT REPORTING FUNCTIONS	*
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	37
L. PERFORMING LAW LIBRARY FUNCTIONS	2
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	*

* Denotes less than 1 percent

NOTE: Time spent does not total 100 percent due to rounding

TABLE 18

REPRESENTATIVE TASKS PERFORMED BY
FIRST-ASSIGNMENT AFSC 5J0X1 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=199)	
F198	Witness execution of wills	68
E111	Compose or type administrative correspondence	67
E145	Reproduce materials and documents	59
E150	Schedule office appointments	55
E125	Maintain administrative files	54
K400	Brief claimants on claims filing procedures	54
F199	Witness legal documents	53
K392	Adjudicate claims	52
K395	Assemble claims files	52
E147	Retrieve data using computers	51
F154	Brief clients on powers of attorney	51
K423	Prepare claim labels	50
E110	Compile statistical data	50
K471	Verify that client is proper claimant	49
F174	Prepare or type powers of attorney	49
K449	Process DD Forms 1840	48
K402	Conduct claims inspections	48
E144	Refer clients to other supportive agencies	48
E151	Sort and distribute incoming mail	48
K398	Assert carrier recovery claims	48
K455	Process personnel claims	47
K405	Determine chapter for claims	47
E109	Administer client questionnaires	47
K422	Prepare claim inspection memorandums	47
K427	Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)	46
K401	Conduct claims briefings	46
E112	Conduct client interviews	44
K415	Perform follow-up actions on carrier recovery claims	43
K437	Prepare vouchers for payment of claims	43
K411	Maintain claims logs	42
F197	Verify eligibility of clients for legal assistance	42
K406	Determine claims jurisdiction	42
E131	Post changes to publications	42

To assist technical school personnel, AFOMS has developed a computer program that incorporates these secondary factors and the percentage of first-assignment personnel performing each task to produce an Automated Training Indicator (ATI) for each task. These indicators correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCR 52-22, and allow course personnel to quickly focus their attention on those tasks that are most likely to qualify for ABR course consideration.

Tasks having the highest TE ratings are listed in Table 19. Included for each task are the percentage of first-job and first-assignment personnel performing and the TD rating. As illustrated by the tasks, most apply to UCMJ actions and other military justice related activities, such as preparation and typing of court-martials orders and processing of Article 15s.

Table 20 lists the tasks having the highest TD ratings. The percentages of first-job, first-assignment, 5-, and 7-skill level personnel performing and the TE rating are also included for each task. The majority of tasks with high difficulty are not performed by high percentages of any group, but the four court reporting-related tasks have fairly high TE ratings. Many of the tasks with high TD values are related to supervisory and training related duties.

Various lists of tasks, accompanied by TE and TD ratings and where appropriate, ATI information, are contained in the Training Extract package and should be reviewed in detail by technical school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.)

Specialty Training Standard (STS)

A comprehensive review of STS 5J0X1, dated October 1992, was made by comparing survey data to STS elements. Two SMEs from the resident training courses at Maxwell AFB AL matched JI tasks to appropriate STS sections and subsections. A complete computer listing displaying the percent members performing tasks, TE, and TD ratings for each task, along with the STS matching, has been forwarded to the technical school for their review of the training documents.

General STS elements, such as Air Force Occupational Safety and Health Program, Technical Publications, Supervision, and Training, were not reviewed. Technical areas covering paragraphs 8 through 26 were thoroughly reviewed against OSR data. Typically, STS sections and subsections matched to tasks which have sufficiently high TE and TD ratings and are performed by at least 20 percent or personnel in appropriate experience or skill-level groups (such as first-assignment (1-48 months TICF) and 5- and 7-skill level groups) are considered to be supported and should be considered for inclusion in the STS. On the other hand, paragraphs having tasks with less than 20 percent performing across all of the criterion groups should be considered for deletion from the STS.

TABLE 19

TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING		TSK DIFF
		1ST JOB	1ST ASN	
H281 Prepare or type DD Forms 458 (charge sheet)	7.48	27	25	5.51
G203 Draft charges and specifications for Article 15, UCMJ, actions	7.23	30	29	5.65
H253 Draft charges and specifications for court-martial actions	7.20	21	21	6.13
G215 Prepare or type Article 15, UCMJ, punishment indorsements	7.05	27	25	4.46
G205 Input Article 15, UCMJ, Automated Military Justice Analysis and Management System (AMJAMS)	7.02	31	30	5.44
data on computers				
K392 Adjudicate claims	6.82	58	52	6.22
H303 Process court-martial orders	6.55	17	19	4.79
H269 Prepare or type AF Forms 65 (Transmittal of Court-Martial Charge)	6.55	26	24	4.47
H277 Prepare or type court-martial convening orders	6.52	19	20	5.15
H278 Prepare or type court-martial promulgating orders	6.41	15	16	5.66
H270 Prepare or type amendments to court-martial convening orders	6.39	14	15	5.04
G219 Prepare or type Article 15, UCMJ, vacation actions	6.39	26	26	4.56
G208 Obtain Article 15, UCMJ, supportive evidence	6.36	30	28	4.34
G218 Prepare or type Article 15, UCMJ, suspension actions	6.34	28	27	4.51
G221 Process Article 15, UCMJ, appeal actions	6.30	25	25	4.87
G210 Prepare or type Article 15, UCMJ, appeal actions	6.27	21	20	5.00
K395 Assemble claims files	6.27	59	52	4.52
G220 Process and distribute completed Article 15, UCMJ, actions other than appeal actions	6.23	30	28	4.39
G216 Prepare or type Article 15, UCMJ, remission actions	6.20	28	25	4.50
K449 Process DD Forms 1840	6.18	53	48	4.07
K398 Assert carrier recovery claims	6.16	53	47	4.99
K405 Determine chapter for claims	6.16	52	47	5.36
G217 Prepare or type Article 15, UCMJ, setting aside actions	6.11	26	24	4.56
G207 Monitor offenses to ensure timely initiation of Article 15, UCMJ, actions	6.09	31	29	4.26
H326 Review charge sheets for completeness	6.07	18	19	5.56
G214 Prepare or type Article 15, UCMJ, mitigation actions	6.05	21	21	4.66

TE MEAN = 3.03; S.D. = 1.75 (HIGH = 4.78)

TD MEAN = 5.00; S.D. = 1.00

TABLE 20

TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

TASKS	TSK DIFF	PERCENT MEMBERS PERFORMING				TNG EMP
		1ST JOB	1ST ASN	5J051	5J071	
K453	7.74	7	7	9	5	2.75
J390	7.56	6	8	10	4	5.39
D104	7.49	0	0	0	1	.77
J389	7.24	11	13	15	8	5.50
K436	7.23	13	12	13	6	2.89
J391	7.23	10	11	12	6	5.32
A5	7.16	2	4	3	11	.55
A4	7.16	7	10	10	22	1.57
D81	7.06	1	3	2	13	1.23
M493	6.98	0	0	0	1	.80
D80	6.98	0	1	1	2	.75
D106	6.97	0	1	0	2	.16
F157	6.94	1	2	1	2	.73
A6	6.92	3	3	2	8	.61
J387	6.90	10	12	15	7	4.68
A23	6.89	4	8	22	41	.86
A7	6.88	6	14	17	44	1.45
K452	6.87	0	1	2	4	2.14
F152	6.85	3	4	6	7	2.11
E115	6.83	4	8	10	21	1.16
M504	6.81	0	0	0	1	.82

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 3.03; S.D. 1.75 = (HIGH = 4.78)

Using this standard approach, a substantial portion of STS paragraphs did not have matched tasks with at least 20 percent members performing when compared to the total population criterion groups mentioned above. This lack of support across so many elements is due to the high degree of diversity among the jobs or functions performed within the career ladder. With personnel performing functions ranging from preparing or typing court-martials orders, processing medical malpractice claims, assembling lists of local national attorneys, to witnessing the execution of wills, most job specific tasks will not reflect high percentage of members performing them. However, since the STS is intended to provide comprehensive coverage of tasks performed by career ladder personnel across all jobs or functions, it is critical that job-specific tasks be included in the STS.

This diversity and variety of jobs within the AFSC 5J0X1 career ladder warrant a different approach or perspective in examining the STS to ensure that all major jobs are adequately covered on the STS. Thus, a second printout was created showing the five jobs identified and corresponding percent members performing data for tasks matched to each STS paragraph. By using this method, 43 areas of the STS were not supported by OSR data for either the original criterion groups or the five jobs. These 43 areas are listed in Appendix C, while Table 21 provides some examples of the unsupported STS entries. Because of the diversity of jobs performed within the career ladder, Table 21 displays OSR data only for these jobs. A complete listing of the STS paragraphs, with the OSR data displayed for the criterion groups, can be found in the TRAINING EXTRACT report that accompanies this OSR. The bottom line in both approaches is essentially the same--none of these 43 STS paragraphs had matched tasks with at least 20 percent or more of any criterion or job group performing. Training personnel and SMEs should review these areas closely to determine if continued inclusion in future revisions to the STS is warranted.

Tasks not matched to any paragraph of the STS are listed at the end of the STS computer listing. Table 22 lists examples of tasks that were performed by 20 percent or more of job groups but not matched to any STS item. Training personnel and SMEs should review these and other unreferenced tasks to determine their appropriateness in being included in the STS. These unreferenced tasks cover a wide variety of areas across the career ladder.

Plan of Instruction (POI)

POI M3ALR5J031-000, Paralegal specialty, dated April 1995, was reviewed against OSR data and the job structure described earlier in the **SPECIALTY JOBS** section. In general, the course covers the major areas performed by career ladder personnel from Civil law functions, claims administration and Article 15s, to pretrial and post-trial procedures. A significant portion of the course concerns itself with claims administration, which is appropriate given that most of the work involves claims. From a review of the overall POI, the course gives first-assigned personnel a good introduction to the major aspects of the jobs which will most likely be performed in their first assignment.

TABLE 21

EXAMPLES OF STS ITEMS NOT SUPPORTED BY SURVEY DATA

STS ITEM/TASK	TNG EMP	PERCENT MEMBERS PERFORMING					TSK DIF
		MIL JUS	CLM CLS	DEF PAR	CIV GEN	LAW MGR	
13b Process adverse administrative actions							
F181 Process and review special security files	1.27	4	0	0	0	2	5.40
F180 Prepare support documents for special security files	1.23	5	1	0	0	3	5.01
F196 Type special security files	.84	2	1	0	0	2	4.66
13b(4) Article 138, UCMJ complaints							
F182 Process Article 138, Uniform Code of Military Justice (UCMJ), complaints	2.45	5	1	0	0	3	5.61
13c(1) Freedom of Information Act Request							
F188 Process Freedom of Information Act or Privacy Act	2.41	6	1	4	10	8	5.44
13c(2) Privacy Act							
F188 Process Freedom of Information Act or Privacy Act	2.41	6	1	4	10	8	5.44

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 3.03; S.D. = 1.75 (HIGH = 4.78)

TABLE 22

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE
OF SPECIALTY JOB PERSONNEL AND NOT REFERENCED TO THE STS

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING					TSK DIF
		MIL JUS	CLM CLS	DEF PAR	CIV GEN	LAW MGR	
H277 Prepare or type court-martial convening orders	6.52	76	1	0	0	11	5.15
H302 Process Article 32, UCMJ, investigations	5.91	61	0	4	0	5	5.25
K401 Conduct claims briefings	5.50	7	87	2	0	14	4.65
H239 Conduct Article 137, UCMJ, briefings	4.05	53	1	2	0	2	5.02

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 3.03; S.D. = 1.75 (HIGH = 4.78)

However, a couple of elements of the course need to be reviewed because of low utilization by job-group personnel. Two areas in the POI analysis are not supported (see Table 23). Specifically, the cross-feed of information files and trial procedures for SCM. These areas need to be reviewed for possible deletion from the course, unless they are justified on some basis such as high TD, high TE, or criticality.

Tasks not matched to any objective of the POI are listed at the end of the POI computer listing. Table 24 lists examples of tasks that were performed by 20 percent or more of the job groups, but not matched to any course objective. Training personnel and SMEs should review these and other unreferenced tasks to determine their appropriateness in being included in the course.

In terms of putting together the mandatory 7-skill level course for this AFSC, the AFSC 5J0X1 functional and training communities should carefully review several data products in this OSR. The largest percentage of 7-skill level personnel work in the Law Office Manager job (60 percent), but most of these tasks are inappropriate for inclusion in any technical 7-skill level course. To determine a core set of 7-skill level tasks, it is important to consider what technical work 7-skill levels are involved in. As shown in Table 4, the second largest percentage of 7-skill levels (40 percent) work in the Military Justice cluster, and a substantial percentage of personnel also work in the Civil and General Law job (35 percent), Claims cluster (28 percent), and Defense Paralegal job (19 percent). However, due to such a small number of personnel in the Civil and General Law job and Defense Paralegal job, there is a considerably larger number of personnel in the Claims cluster. Tables 11 through 14 show tasks performed by the 7-skill level personnel in each of these jobs. Tasks from these three job descriptions should be considered tasks for any 7-skill level course established for the AFSC 5J0X1 career ladder, with those tasks from the Military Justice cluster perhaps being the most important.

JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators of various groups can give career ladder managers a better understanding of some of the factors that may affect the job performance of airmen in the career ladder. Questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and re-enlistment intentions were included in the survey booklet to provide indications of job satisfaction. The responses of the current survey sample were then analyzed by making several comparisons: (1) among TICF groups of the Paralegal career ladder and a comparative sample of personnel from other Command Support career ladders surveyed in 1993--Logistics Plans (AFSC 2G0X1), Social Actions Equal Opportunity/Human Relations (3S1X1A) and Social Actions Substance Abuse Control (AFSC 3S1X1B); (2) between current and previous survey experience groups; and (3) across specialty groups identified in the **SPECIALTY JOBS** section of the report.

TABLE 23

EXAMPLES OF POI ITEMS NOT SUPPORTED BY SURVEY DATA

STS ITEM/TASK	PERCENT MEMBERS PERFORMING					TNG EMP	TSK DIF
	MIL JUS	CLM CLS	DEF PAR	CIV GEN	LAW MGR		
I 7g. Identify common information contained in Preventive Law Program Cross-Feed files . STS : 12c Meas: W							
F175 Prepare or type preventive law bulletins	5	1	4	5	12	2.07	4.38
M494 Prepare or publish project pitfall letters	0	1	0	0	0	.86	6.16
II 3A. Identify the procedures utilized during a trial by Summary Court-Martial. STS: 14d(1) Meas: W							
H237 Authenticate court-martial orders	19	1	0	0	9	3.98	5.26
III 2d. Transcribe court-martial proceedings in a summarized format. STS: 10d(1) Meas: PC/W							
J390 Transcribe summarized records of trial	7	7	17	5	2	5.39	7.56

TABLE 24

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE
OF SPECIALTY JOB PERSONNEL AND NOT REFERENCED TO THE POI

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING					TSK DIF
		MIL JUS	CLM CLS	DEF PAR	CIV GEN	LAW MGR	
H277 Prepare or type court-martial convening orders	6.52	76	1	0	0	11	5.15
K395 Assemble claims files	6.27	8	96	197	0	13	4.52
K449 Process DD Forms 1840	6.18	10	88	13	0	15	4.07
K398 Assert carrier recovery claims	6.16	6	88	15	0	11	4.99
K427 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)	6.05	7	87	8	0	11	3.81
K455 Process personnel claims	6.05	6	90	13	0	11	5.10
H302 Process Article 32, UCMJ, investigations	5.91	61	0	4	0	5	5.25
G227 Review completed Article 15, UCMJ, AMJAMS inputs	5.64	86	1	2	5	29	5.46
K403 Conduct claims investigations	5.59	6	71	4	0	8	5.87
K443 Process carrier recovery claims for settlements	5.57	6	82	8	0	10	4.88
H238 Complete court-martial processing checklists	5.55	76	2	2	0	6	4.97
J389 Transcribe proceedings	5.50	16	12	21	10	4	7.24
K401 Conduct claims briefings	5.50	7	87	2	0	14	4.65
G206 Maintain suspense logs for Article 15, UCMJ, actions	5.41	84	2	6	0	9	4.21
H304 Process discharges or resignations in lieu of court-martials	5.30	52	1	6	0	4	5.38
H265 Prepare documentation for excess leave	5.20	56	1	2	0	5	4.34
K446 Process claims payment vouchers	5.09	4	77	6	0	7	4.41
K415 Perform follow-up actions on carrier recovery claims	4.95	5	87	8	0	12	4.69
K437 Prepare vouchers for payment of claims	4.95	5	78	8	0	7	4.39
H306 Process documentation for excess leave	4.91	52	0	0	0	3	4.75
G223 Process Report of Individual Person (RIP) for Article 15, UCMJ, actions	4.89	61	0	2	0	10	3.74

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 3.03; S.D. = 1.75 (HIGH = 4.78)

Table 25 presents job satisfaction data for AFSC 5J0X1 TICF groups together with data for a comparative sample surveyed during the 1993 calendar year. These data give a relative measure of how the job satisfaction of AFSC 5J0X1 personnel compares with similar Air Force specialties. Paralegal personnel reported very similar job satisfaction to members of the comparative sample. Overall, satisfaction for all three TICF groups in AFSC 5J0X1 is positive and a bit higher than similar command support personnel recently surveyed.

Comparison of job satisfaction responses of the current survey TICF groups to TICF groups in the 1989 survey of AFSC 705X0 survey (see Table 26) indicate that, generally, the current responses are somewhat lower than the 1989 responses of AFSC 705X0 respondents. A little change was observed in the "Expressed Job Interest," "Perceived Use of Talents," and "Perceived Use of Training" categories for the 97+ month TICF group.

An examination of job satisfaction data can also reveal the influences performing certain jobs may have on overall job satisfaction. Table 27 presents job satisfaction data for the major jobs identified in the career ladder structure for AFSC 5J0X1. Job satisfaction indicators for the Civil and General Law job were the lowest for any of the jobs, while the Defense Paralegal job had the highest indicators.

IMPLICATIONS

As explained in the **INTRODUCTION**, this survey was conducted primarily to provide training personnel with current information on the Paralegal career ladder for use in reviewing current training programs and training documents. The data compiled from this survey support the current structure of the AFSC 5J0X1 career ladder. Although personnel must enter the career ladder from another career field, the overall job progression is normal, and AFMAN 36-2108 *Specialty Descriptions* broadly describes the jobs and tasks being performed. Job satisfaction is generally positive, although responses seem to be somewhat lower than the previous OSR (1989) responses of 705X0 respondents.

A thorough review of the STS should be conducted by SMEs using both job data and the standard criterion group data to ensure that job-specific tasks are included. Several areas need to be reviewed for possible deletion, and unmatched tasks need to be examined for possible inclusion. The POI for the basic 3-skill level course is generally supported and well laid out, but a couple of areas need to be looked at for possible deletion due to low percentages of members performing related tasks. Data are also presented to assist the training community in putting together an effective 7-skill level course.

TABLE 25

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5J0X1 T1CF GROUPS IN
CURRENT STUDY TO A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)*

	1-48 MONTHS T1CF		49-96 MONTHS T1CF		97+ MONTHS T1CF	
	5J0X1 (N=199)	COMP SAMPLE (N=190)	5J0X1 (N=119)	COMP SAMPLE (N=372)	5J0X1 (N=243)	COMP SAMPLE (N=267)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	88	72	87	75	80	76
SO-SO	9	18	9	17	13	15
DULL	3	10	4	8	7	9
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECT	87	81	85	82	85	83
NONE TO VERY LITTLE	13	19	15	18	15	17
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECT	88	75	83	78	83	87
NONE TO VERY LITTLE	12	25	17	22	17	13
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>						
SATISFIED	79	68	73	70	75	68
NEUTRAL	6	11	9	6	8	7
DISSATISFIED	15	21	18	24	16	25
<u>REENLISTMENT INTENTIONS:</u>						
YES OR PROBABLY YES	70	31	75	33	60	50
NO OR PROBABLY NO	25	56	13	47	12	30
WILL RETIRE	5	12	13	15	28	17

Comparative data are from AFSCs 2G0X1, 3S1X1A, and 31S1X1B surveyed in 1993

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 26

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5J0X1 T1CF GROUPS IN
CURRENT STUDY TO PREVIOUS STUDY
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS T1CF		49-96 MONTHS T1CF		97+ MONTHS T1CF	
	5J0X1 (N=199)	1989 881X0 (N=293)	5J0X1 (N=119)	1989 881X0 (N=201)	5J0X1 (N=243)	1989 881X0 (N=244)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	88	91	87	88	80	88
SO-SO	9	6	9	11	13	10
DULL	3	3	4	1	7	2
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECT	87	92	85	91	85	90
NONE TO VERY LITTLE	13	8	15	9	15	9
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECT	88	89	83	91	83	91
NONE TO VERY LITTLE	12	11	17	9	17	8
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>						
SATISFIED	79	*	73	*	75	*
NEUTRAL	6	*	9	*	8	*
DISSATISFIED	15	*	18	*	16	*
<u>REENLISTMENT INTENTIONS:</u>						
YES OR PROBABLY YES	70	83	74	78	60	69
NO OR PROBABLY NO	25	14	13	11	12	9
WILL RETIRE	5	3	13	10	28	22

* Percentages not available from previous survey

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 27

COMPARISON OF JOB SATISFACTION INDICATORS FOR
IDENTIFIED JOB GROUPS AND CLUSTERS
(PERCENT MEMBERS RESPONDING)

	MILITARY JUSTICE CLUSTER (N=147)	CLAIMS CLUSTER (N=180)	DEFENSE PARALEGAL JOB (N=48)	CIVIL AND GENERAL LAW JOB (N=20)	LAW OFFICE MANAGER JOB (N=21)
<u>EXPRESSED JOB INTEREST</u>					
INTERESTING	86	83	92	60	85
SO-SO	12	12	6	20	8
DULL	2	5	2	20	7
<u>PERCEIVED USE OF TALENTS</u>					
FAIRLY WELL TO PERFECT	85	86	94	60	87
NONE TO VERY LITTLE	14	13	6	40	13
<u>PERCEIVED USE OF TRAINING</u>					
FAIRLY WELL TO PERFECT	86	92	75	70	85
NONE TO VERY LITTLE	14	8	23	30	15
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>					
SATISFIED	74	76	85	60	77
NEUTRAL	10	7	4	20	8
DISSATISFIED	16	17	10	20	15
<u>REENLISTMENT INTENTIONS</u>					
YES OR PROBABLY YES	74	67	71	60	56
NO OR PROBABLY NO	15	24	25	25	8
WILL RETIRE	11	8	4	15	35

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

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APPENDIX A

**REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS**

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TABLE A1
MILITARY JUSTICE CLUSTER
(STG24)

TASKS	PERCENT MEMBERS PERFORMING (N=147)
G205 Input Article 15, UCMJ, Automated Military Justice Analysis and Management System (AMJAMS) data on computers	96
G207 Monitor offenses to ensure timely initiation of Article 15, UCMJ, actions	88
G203 Draft charges and specifications for Article 15, UCMJ, actions	87
G220 Process and distribute completed Article 15, UCMJ, actions other than appeal actions	87
H250 Distribute court-martial orders	87
G201 Complete Article 15, UCMJ, processing checklists	86
G227 Review completed Article 15, UCMJ, AMJAMS inputs	86
G204 Follow-up on Article 15, UCMJ, suspenses with unit personnel	85
G226 Review completed Article 15, UCMJ, actions for administrative accuracy and legal sufficiency	85
G208 Obtain Article 15, UCMJ, supportive evidence	85
G206 Maintain suspense logs for Article 15, UCMJ, actions	84
G231 Transmit Article 15, UCMJ, actions using AF Forms 1373 (MPO Document Control Log-Transmittal)	84
G215 Prepare or type Article 15, UCMJ, punishment indorsements	83
H292 Prepare or type proposed court member lists	83
H245 Coordinate witness fundings	82
H281 Prepare or type DD Forms 458 (Charge Sheet)	80
G219 Prepare or type Article 15, UCMJ, vacation actions	80
G216 Prepare or type Article 15, UCMJ, remission actions	80
H260 Notify participants of court-martials or boards	80
H300 Prepare trial folders	80
G218 Prepare or type Article 15, UCMJ, suspension actions	79
G221 Process Article 15, UCMJ, appeal actions	79
H269 Prepare or type AF Forms 65 (Transmittal of Court-Martial Charge)	79
H322 Request RIPs	78
H264 Prepare courtrooms for proceedings	78
G230 Review security police blotters for potential disciplinary actions	76
H249 Distribute AF Forms 1359 (Report of Result of Trial)	76
E145 Reproduce materials and documents	77
E111 Compose or type administrative correspondence	77

TABLE A2
CLAIMS CLUSTER
(STG18)

TASKS	PERCENT MEMBERS PERFORMING (N=180)
K423 Prepare claim labels	98
K392 Adjudicate claims	97
K395 Assemble claims files	96
K471 Verify that client is proper claimant	94
K400 Brief claimants on claims filing procedures	94
K405 Determine chapter for claims	92
K402 Conduct claims inspections	91
K422 Prepare claim inspection memorandums	91
K455 Process personnel claims	90
K398 Assert carrier recovery claims	88
K449 Process DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)	88
K427 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)	87
K401 Conduct claims briefings	87
K415 Perform follow-up actions on carrier recovery claims	87
K411 Maintain claims logs	84
K421 Prepare carrier recovery claims for set offs	84
K406 Determine claims jurisdiction	83
K443 Process carrier recovery claims for settlements	82
K469 Suspend claim actions, such as salvage turn-ins or carrier recoveries	79
K417 Perform follow-up actions on incomplete mail-in claims	79
K437 Prepare vouchers for payment of claims	78
K425 Prepare claims for transmittal	78
K442 Process carrier recovery claims for set offs	78

TABLE A3
DEFENSE PARALEGAL JOB
(STG70)

TASKS	PERCENT MEMBERS PERFORMING (N=48)
I353 Prepare and type client statements	100
I371 Schedule client appointments	98
I352 Prepare and type client responses for discharge actions	98
E112 Conduct client interviews	98
I344 Establish eligibility of clients for defense services	98
I355 Prepare and type Defense Paralegal (DP) training reports	98
I364 Prepare and type requests for delay actions	96
E131 Post changes to publications	96
E130 Order supplies	96
E141 Procure billeting or transportation arrangements	96
E129 Order publications	96
E143 Procure standard office supplies	96
E111 Compose or type administrative correspondence	94
I341 Conduct initial reviews of adverse actions	94
E151 Sort and distribute incoming mail	94
E125 Maintain administrative files	94
I346 Interview case witnesses	94
L475 Inventory law library publications	94
A8 Establish administrative files	92
E144 Refer clients to other supportive agencies	92
E128 Order equipment	92
E116 Dispose of obsolete or excess publications	92
E145 Reproduce materials and documents	90
I350 Prepare and type case witness statements	90
E110 Compile statistical data	90
I345 Gather investigative materials	90
E127 Order blank forms	90
E123 Inventory equipment or supplies	90
E150 Schedule office appointments	88
I358 Prepare and type office activity reports	83
E126 Maintain computer systems	83

TABLE A4
CIVIL AND GENERAL LAW JOB
(STG32)

TASKS	PERCENT MEMBERS PERFORMING (N=20)
F198 Witness execution wills	100
F199 Witness legal documents	100
F153 Assist in preparation of legal assistance cards	90
F154 Brief clients on powers of attorney	90
F179 Prepare simple wills	85
F174 Prepare or type powers of attorney	85
E144 Refer clients to other supportive agencies	80
E111 Compose or type administrative correspondence	75
E109 Administer client questionnaires	75
F197 Verify eligibility of clients for legal assistance	70
E145 Reproduce materials and documents	70
E150 Schedule office appointments	65
E110 Compile statistical data	65
F167 Prepare or type legal assistance reports	60
F160 Conduct will executions	55
E147 Retrieve data using computers	55
E112 Conduct client interviews	50
F155 Brief or assist clients in filing electronic income tax returns	50
E151 Sort and distribute incoming mail	45
E124 Log or suspense incoming correspondence	45
E125 Maintain administrative files	45
E122 Hand-carry priority communications or documents to internal action offices	45
F159 Conduct will briefings	40
F162 Notarize documents	40
E148 Review suspense dates	40

TABLE A5
LAW OFFICE MANAGER JOB
(GP43)

TASKS	PERCENT MEMBERS PERFORMING (N=130)
A12 Establish work priorities	92
B30 Direct drafting of correspondence, messages, or reports	92
E111 Compose or type administrative correspondence	90
A19 Plan use of office equipment or supplies	88
A11 Establish work methods or procedures	86
B29 Counsel personnel on personal or military-related matters	86
A16 Plan or schedule work assignments or priorities	85
B39 Interpret policies, directives, or procedures for subordinates	85
A2 Determine or establish logistics requirements, such as personnel, equipment, space, or supplies	84
A10 Establish performance standards for subordinates	83
C50 Conduct performance feedback worksheet (PFW) evaluation sessions	83
E147 Retrieve data using computers	82
E148 Review suspense dates	82
A7 Draft budget requirements	82
C68 Write EPRs	80
B31 Direct maintenance of administrative files	80
E151 Sort and distribute incoming mail	79
C70 Write recommendations for awards or decorations	79
A21 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	79
B41 Maintain or update office rosters	78
A1 Assign sponsors for newly assigned personnel	78
C56 Evaluate personnel for compliance with performance standards	77
E145 Reproduce materials and documents	77
B28 Conduct supervisory orientations of newly assigned personnel	77
B24 Assign personnel to duty positions	76

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APPENDIX B
TASK MODULE LISTINGS

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These Task Modules (TMs) were developed in order to summarize the extensive task information for this specialty. The TMs were derived by statistical clustering of the tasks in terms of which tasks are performed by the same incumbents. For example, if an individual performs one Law Library task, the probability is very high that he or she also will perform other Law Library tasks (see TM 004). Thus, the group of Law Library tasks can be considered a "natural group" of associated or related tasks. The statistical clustering generally approximates these "natural groupings."

The title of each TM is our best estimate as to the generic subject content of the group of tasks. The TMs are useful for organizing the task data into meaningful units and as a way to concisely summarize the extensive job data. However, TMs are only one way to organize the information. Other strategies may also be valid.

Listing of Module Statements

0001	ST0187 - Powers of Attorney
0002	ST0118 - Law Office Manager/Administration
0003	ST0149 - Briefing
0004	ST0394 - Law Library Functions
0005	ST0181 - Supervision
0006	ST0178 - OJT/Training Functions
0007	ST0212 - Reserve Training
0008	ST0129 - OI/Safety & Security Program
0009	ST0120 - Administration
0010	ST0326 - General Claims Coord. & Processing
0011	ST0297 - Claims Preparation
0012	ST0240 - Claims Review
0013	ST0138 - Claims Follow-up
0014	ST0353 - Hospital Recovery Claims
0015	ST0150 - Claims Retribution
0016	ST0259 - Article 15 Procedures
0017	ST0370 - Court-Martial Orders
0018	ST0345 - Coord. & Prep. of Legal Documents
0019	ST0280 - Leave Documentation
0020	ST0183 - Evidence
0021	ST0166 - Appellate Court Functions
0022	ST0164 - Assembly of Court Records/Files
0023	ST0077 - Administrative Justice
0024	ST0097 - Court Reporting
0025	ST0115 - Tax Assistance
0026	ST0080 - Revocation & Misconduct
0027	ST0083 - Education
0028	ST0180 - Defense Functions
0029	ST0147 - Foreign Case Preparation
0030	ST0203 - Foreign Matters Reports
0031	ST0108 - Local National Attorneys

0032 ST0139 - Budget & Voucher
0033 Tasks not referenced

Listing of Task Statements

0001 ST0187 - Powers of Attorney

1	F153	Assist in preparation of legal assistance cards
2	F154	Brief clients on powers of attorney
3	F160	Conduct will executions
4	F174	Prepare or type powers of attorney
5	F197	Verify eligibility of clients for legal assistance
6	F198	Witness execution of wills
7	F199	Witness legal documents

0002 ST0118 - Law Office Manager/Administration

1	A2	Determine or establish logistics requirements, such as personnel, equipment, space, or supplies
2	A7	Draft budget requirements
3	A8	Establish administrative files
4	A11	Establish work methods or procedures
5	A12	Establish work priorities
6	A13	Monitor computer security
7	A14	Plan equipment maintenance requirements
8	A16	Plan or schedule work assignments or priorities
9	A19	Plan use of office equipment or supplies
10	A21	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes
11	A22	Upgrade computer system software
12	B30	Direct drafting of correspondence, messages, or reports
13	B31	Direct maintenance of administrative files
14	B33	Direct maintenance of workspace
15	B41	Maintain or update office rosters
16	C64	Review outgoing correspondence
17	E109	Administer client questionnaires
18	E110	Compile statistical data
19	E111	Compose or type administrative correspondence
20	E112	Conduct client interviews
21	E116	Dispose of obsolete or excess publications
22	E117	Dispose of unclassified files

- 23 E118 Establish reading files
- 24 E121 Follow-up on travel vouchers submitted
- 25 E122 Hand-carry priority communications or documents to internal action offices
- 26 E123 Inventory equipment or supplies
- 27 E124 Log or suspense incoming correspondence
- 28 E125 Maintain administrative files
- 29 E126 Maintain computer systems
- 30 E127 Order blank forms
- 31 E128 Order equipment
- 32 E129 Order publications
- 33 E130 Order supplies
- 34 E131 Post changes to publications
- 35 E135 Prepare requisitions for reproduction services
- 36 E138 Process administrative orders
- 37 E140 Process incoming and outgoing electronic mail
- 38 E141 Procure billeting or transportation arrangements
- 39 E142 Procure nonstandard office supplies
- 40 E143 Procure standard office supplies
- 41 E144 Refer clients to other supportive agencies
- 42 E145 Reproduce materials and documents
- 43 E147 Retrieve data using computers
- 44 E148 Review suspense dates
- 45 E150 Schedule office appointments
- 46 E151 Sort and distribute incoming mail

0003 ST0149 - Briefing

- 1 E132 Prepare briefings other than PME briefings
- 2 E133 Prepare charts or graphs
- 3 E134 Prepare conference areas for briefings or meetings
- 4 E137 Prepare visual aids

0004 ST0394 - Law Library Functions

- 1 L472 Conduct random spot-checks of law library
- 2 L473 Dispose of law library publications
- 3 L474 Establish law library publications checkout procedures
- 4 L475 Inventory law library publications
- 5 L477 Maintain suspense files of newly purchased materials
- 6 L479 Prepare law library shelf-list cards
- 7 L481 Update law library shelf-list cards

0005 ST0181 - Supervision

- 1 A1 Assign sponsors for newly assigned personnel
- 2 A10 Establish performance standards for subordinates
- 3 A23 Write job or position descriptions
- 4 B24 Assign personnel to duty positions
- 5 B26 Conduct general staff meetings or briefings
- 6 B28 Conduct supervisory orientations of newly assigned personnel
- 7 B29 Counsel personnel on personal or military-related matters
- 8 B38 Initiate actions required due to substandard performance of personnel
- 9 B39 Interpret policies, directives, or procedures for subordinates
- 10 B40 Interview personnel for employment
- 11 B43 Supervise civilian personnel
- 12 B45 Supervise Paralegal Apprentices (AFSC 5J031)
- 13 B46 Supervise Paralegal Journeymen (AFSC 5J051)
- 14 B47 Supervise Paralegal Craftsmen (AFSC 5J071)
- 15 C50 Conduct performance feedback worksheet (PFW) evaluation sessions
- 16 C53 Evaluate accuracy or efficiency of law office actions
- 17 C54 Evaluate individuals for promotions, demotions, reclassification, or special awards
- 18 C55 Evaluate operating procedures for legal functions
- 19 C56 Evaluate personnel for compliance with performance standards
- 20 C61 Maintain civilian timecards and work folders
- 21 C62 Recruit potential retrainees for paralegal career field
- 22 C67 Write civilian performance appraisals
- 23 C68 Write EPRs
- 24 C70 Write recommendations for awards or decorations
- 25 D74 Conduct on-the-job training (OJT) programs
- 26 D87 Evaluate personnel for training needs
- 27 D88 Maintain OJT records

0006 ST0178 - OJT/Training Functions

- 1 D73 Assign trainers or instructors
- 2 D76 Conduct training meetings
- 3 D81 Develop master training plans
- 4 D82 Direct OJT programs
- 5 D83 Evaluate effectiveness of training programs
- 6 D84 Evaluate effectiveness of training, such as career knowledge upgrade, job proficiency upgrade, or qualification training
- 7 D85 Evaluate OJT programs
- 8 D90 Plan OJT programs
- 9 D103 Select or schedule personnel for training

0007 ST0212 - Reserve Training

- 1 D89 Maintain reserve training folders
- 2 D92 Prepare AF Forms 1289 (Application for Active Duty Training (RPA Tours)) for reservists
- 3 D95 Prepare AF Forms 40A (Authorization for Individual Inactive Duty Training) for reservists
- 4 D102 Schedule training days for reservists

0008 ST0129 - OI/Safety & Security Program

- 1 A9 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)
- 2 A17 Plan safety or security programs
- 3 B35 Implement OIs
- 4 B36 Implement safety or security programs
- 5 C57 Evaluate safety or security programs
- 6 C63 Review OIs
- 7 C65 Update OIs

0009 ST0120 - Administration

- 1 A5 Develop manuals, publications, and regulations
- 2 A6 Develop supplements to higher headquarters directives
- 3 B27 Conduct staff assistance visits
- 4 C52 Conduct staff assistance visits

0010 ST0326 - General Claims Coord. & Processing

- 1 K392 Adjudicate claims
- 2 K395 Assemble claims files
- 3 K398 Assert carrier recovery claims
- 4 K400 Brief claimants on claims filing procedures
- 5 K401 Conduct claims briefings
- 6 K402 Conduct claims inspections
- 7 K405 Determine chapter for claims
- 8 K406 Determine claims jurisdiction
- 9 K411 Maintain claims logs
- 10 K415 Perform follow-up actions on carrier recovery claims
- 11 K417 Perform follow-up actions on incomplete mail-in claims
- 12 K418 Perform follow-up actions on personnel recovery claims

- 13 K421 Prepare carrier recovery claims for set offs
- 14 K422 Prepare claim inspection memorandums
- 15 K423 Prepare claim labels
- 16 K424 Prepare claimant instruction packets
- 17 K425 Prepare claims for transmittal
- 18 K426 Prepare DD Forms 1131 (Cash Collection Voucher)
- 19 K427 Prepare DD Forms 1840 (Joint Statement of Loss or Damage at Delivery)
- 20 K437 Prepare vouchers for payment of claims
- 21 K442 Process carrier recovery claims for set offs
- 22 K443 Process carrier recovery claims for settlements
- 23 K446 Process claims payment vouchers
- 24 K449 Process DD Forms 1840
- 25 K455 Process personnel claims
- 26 K469 Suspend claim actions, such as salvage turn-ins or carrier recoveries
- 27 K471 Verify that client is proper claimant

0011 ST0297 - Claims Preparation

- 1 K429 Prepare or type AF Forms 958 (Short Report of Claims Officer)
- 2 K433 Prepare or type settlement agreements
- 3 K435 Prepare salvage documents
- 4 K448 Process claims under military claims act
- 5 K450 Process federal tort claims

0012 ST0240 - Claims Review

- 1 K407 Develop claims checklists
- 2 K413 Negotiate claims settlements
- 3 K444 Process carrier recovery insurance claims
- 4 K461 Procure statements in support of claims
- 5 K468 Review payments from claimants insurers

0013 ST0138 - Claims Follow-up

- 1 K397 Assert "G" claims
- 2 K409 Follow-up on other investigative agencies' investigations
- 3 K414 Perform follow-up actions on "G" claims
- 4 K430 Prepare or type claims activity reports, other than AF Forms 958
- 5 K432 Prepare or type requests for claims funds
- 6 K438 Process "G" claims
- 7 K454 Process nonappropriated funds claims
- 8 K462 Reconcile claims funds logs

0014 ST0353 - Hospital Recovery Claims

- 1 K399 Assert hospital recovery claims
- 2 K410 Follow-up on personal injury questionnaires
- 3 K416 Perform follow-up actions on hospital recovery claims
- 4 K434 Prepare requests for completion of personal injury questionnaires
- 5 K451 Process hospital recovery claims
- 6 K464 Review AF Forms 1488 (Daily Log of Patients Treated for Injuries) for potential claims
- 7 K465 Review AF Forms 438 (Medical Care Third Party Liability Notification) for potential claims

0015 ST0150 - Claims Retribution

- 1 K453 Process medical malpractice claims
- 2 K457 Process requests for advance payments
- 3 K458 Process requests for emergency payments
- 4 K460 Process use of government property claims

0016 ST0259 - Article 15 Procedures

- 1 G200 Brief organizations on Article 15, UCMJ, procedures
- 2 G201 Complete Article 15, UCMJ, processing checklists
- 3 G202 Develop Article 15, UCMJ, processing checklists
- 4 G203 Draft charges and specifications for Article 15, UCMJ, actions
- 5 G204 Follow-up on Article 15, UCMJ, suspenses with unit personnel
- 6 G205 Input Article 15, UCMJ, Automated Military Justice Analysis and Management System (AMJAMS) data on computers
- 7 G206 Maintain suspense logs for Article 15, UCMJ, actions
- 8 G207 Monitor offenses to ensure timely initiation of Article 15, UCMJ, actions
- 9 G208 Obtain Article 15, UCMJ, supportive evidence
- 10 G210 Prepare or type Article 15, UCMJ, appeal actions
- 11 G212 Prepare or type Article 15, UCMJ, base activity reports
- 12 G214 Prepare or type Article 15, UCMJ, mitigation actions
- 13 G215 Prepare or type Article 15, UCMJ, punishment indorsements
- 14 G216 Prepare or type Article 15, UCMJ, remission actions
- 15 G217 Prepare or type Article 15, UCMJ, setting aside actions
- 16 G218 Prepare or type Article 15, UCMJ, suspension actions
- 17 G219 Prepare or type Article 15, UCMJ, vacation actions
- 18 G220 Process and distribute completed Article 15, UCMJ, actions other than appeal actions
- 19 G221 Process Article 15, UCMJ, appeal actions
- 20 G222 Process computer-generated Article 15, UCMJ, AMJAMS reports for distribution
- 21 G223 Process Report of Individual Person (RIP) for Article 15, UCMJ, actions
- 22 G224 Process supportive documentation for appropriateness of Article 15, UCMJ, actions

23	G226	Review completed Article 15, UCMJ, actions for administrative accuracy and legal sufficiency
24	G227	Review completed Article 15, UCMJ, AMJAMS inputs
25	G228	Review Daily Register of Transactions on Article 15, UCMJ, actions
26	G229	Review evidence for appropriateness of Article 15, UCMJ, actions
27	G230	Review security police blotters for potential disciplinary actions
28	G231	Transmit Article 15, UCMJ, actions using AF Forms 1373 (MPO Document Control Log - Transmittal)

0017 ST0370 - Court Martial Orders

1	H250	Distribute court-martial orders
2	H251	Distribute court-martial records of trials to reviewing authorities
3	H270	Prepare or type amendments to court-martial convening orders
4	H275	Prepare or type court-martial actions of convening authorities
5	H277	Prepare or type court-martial convening orders
6	H278	Prepare or type court-martial promulgating orders
7	H303	Process court-martial orders

0018 ST0345 - Coord. & Prep. of Legal Documents

1	H233	Arrange for authentication of records of trials
2	H238	Complete court-martial processing checklists
3	H243	Coordinate with confinement authorities or squadron personnel on serving of court decisions on accused
4	H244	Coordinate with trial counsel or squadron personnel on serving of charges on accused
5	H249	Distribute AF Forms 1359 (Report of Result of Trial)
6	H253	Draft charges and specifications for court-martial actions
7	H260	Notify participants of court-martials or boards
8	H262	Prepare administrative hold or release letters
9	H264	Prepare courtrooms for proceedings
10	H266	Prepare notification documents for Defense Finance and Accounting Service (DFAS) and AFMPC of court-martial results
11	H267	Prepare or type AF Forms 1359
12	H268	Prepare or type AF Forms 304 (Request for Appellate Defense Counsel)
13	H269	Prepare or type AF Forms 65 (Transmittal of Court-Martial Charge)
14	H279	Prepare or type DD Forms 453 (Subpoena for Court-Martial Witness)
15	H281	Prepare or type DD Forms 458 (Charge Sheet)
16	H282	Prepare or type DD Forms 494 (Court-Martial Data Sheet)
17	H283	Prepare or type DD Forms 497 (Confinement Order)
18	H287	Prepare or type indorsements referring charges to Article 32, UCMJ, investigating officers
19	H288	Prepare or type invitational travel orders
20	H292	Prepare or type proposed courtmember lists
21	H300	Prepare trial folders
22	H302	Process Article 32, UCMJ, investigations

- 23 H312 Procure and brief individuals for bailiff duties
- 24 H314 Procure court or board members
- 25 H321 Request record of prior disciplinary actions
- 26 H322 Request RIPS
- 27 H323 Request witness fundings
- 28 H326 Review charge sheets for completeness
- 29 H327 Review court or board member information
- 30 H333 Review RIPS for court-martials
- 31 H336 Serve records of trial to accused
- 32 H338 Suspense or follow-up on military justice actions
- 33 H340 Verify availability of court or board members

0019 ST0280 - Leave Documentation

- 1 H265 Prepare documentation for excess leave
- 2 H295 Prepare or type Staff Judge Advocate advice, reviews, or recommendations
- 3 H298 Prepare releases for court-martials and board members
- 4 H304 Process discharges or resignations in lieu of court-martials
- 5 H306 Process documentation for excess leave
- 6 H307 Process posttrial materials submitted by accused
- 7 H308 Process pretrial agreements
- 8 H309 Process releases for court-martials and board members

0020 ST0183 - Evidence

- 1 H234 Arrange for disposal of physical evidence
- 2 H242 Coordinate with commanders on preferral of charges on pretrial confinees
- 3 H248 Dispose of physical evidence
- 4 H315 Procure military magistrates or judges for pretrial confinement hearings
- 5 H316 Procure physical evidence for trials
- 6 H318 Request extracts of investigations, such as Office of Special Investigation (OSI) reports
- 7 H334 Review unfavorable information files (UIFs)

0021 ST0166 - Appellate Court Functions

- 1 H235 Arrange for service appellate court decisions on accused
- 2 H297 Prepare or type supplementary court-martial orders
- 3 H335 Serve appellate court decisions on accused
- 4 H337 Serve subpoenas on witnesses

0022 ST0164 - Assembly of Court Records/Files

- 1 J374 Assemble documentation for Article 32, UCMJ, investigations
- 2 J378 Assemble records of trial
- 3 J380 Maintain court files or tapes
- 4 J384 Prepare or type flimsies
- 5 J386 Procure photographs of physical evidence

0023 ST0077 - Administrative Justice

- 1 H258 Monitor social actions urinalysis programs
- 2 H272 Prepare or type applications for relief under Article 69, UCMJ
- 3 H273 Prepare or type certificates of correction
- 4 H274 Prepare or type convening authority actions on individual military defense counsel requests
- 5 H280 Prepare or type DD Forms 456 (Interrogatories and Dispositions)
- 6 H285 Prepare or type depositions
- 7 H294 Prepare or type requests to proceed to try personnel with specialized security clearances

0024 ST0097 - Court Reporting

- 1 J381 Maintain court reporter logs
- 2 J383 Prepare or type court reporter chronologies
- 3 J387 Record proceedings
- 4 J388 Set up court reporting equipment
- 5 J389 Transcribe proceedings
- 6 J390 Transcribe summarized records of trial
- 7 J391 Transcribe verbatim records of trial

0025 ST0115 - Tax Assistance

- 1 E120 File tax returns electronically
- 2 E136 Prepare tax returns
- 3 F155 Brief or assist clients in filing electronic income tax returns
- 4 F156 Brief or assist clients on preparation of federal or state income tax returns

0026 ST0080 - Revocation & Misconduct

- 1 F164 Prepare or type barment documents
- 2 F165 Prepare or type dependent misconduct actions
- 3 F178 Prepare or type revocation documents
- 4 F186 Process dependent misconduct actions
- 5 F192 Process revocation actions

0027 ST0083 - Education

- 1 D72 Administer or score tests
- 2 D96 Prepare lesson plans
- 3 D99 Prepare student training materials, such as study guides, workbooks, or handouts
- 4 D100 Procure training aids
- 5 D105 Write student counseling reports
- 6 D106 Write test items

0028 ST0180 - Defense Functions

- 1 I341 Conduct initial reviews of adverse actions
- 2 I342 Coordinate case loads with base law office personnel
- 3 I343 Coordinate individual case dockets with circuit
- 4 I344 Establish eligibility of clients for defense services
- 5 I345 Gather investigative materials
- 6 I346 Interview case witnesses
- 7 I347 Maintain defense counsel case dockets
- 8 I350 Prepare and type case witness statements
- 9 I351 Prepare and type client assistance records
- 10 I352 Prepare and type client responses for discharge actions
- 11 I353 Prepare and type client statements
- 12 I354 Prepare and type DD Forms 1722 (Request for Trial Before Military Judge Alone)
- 13 I355 Prepare and type Defense Paralegal (DP) training reports
- 14 I357 Prepare and type motions
- 15 I358 Prepare and type office activity reports
- 16 I362 Prepare and type pretrial agreements
- 17 I363 Prepare and type requests for deferment of confinement
- 18 I364 Prepare and type requests for delay actions
- 19 I365 Prepare and type requests for discharge or resignation in lieu of court-martial
- 20 I366 Prepare and type requests for individual military defense counsel
- 21 I367 Prepare and type responses to miscellaneous legal reviews
- 22 I368 Prepare and type responses to Staff Judge Advocate recommendations
- 23 I370 Prepare and type witness affidavits
- 24 I371 Schedule client appointments

0029 ST0147 - Foreign Case Preparation

- 1 M484 Brief accused and unit personnel on international hold requirements or international law case requirements
- 2 M487 Coordinate matters of international law or status of forces agreements with local authorities
- 3 M488 Determine jurisdiction of cases under Status of Forces Agreements
- 4 M489 Maintain lists of local national attorneys
- 5 M497 Prepare or type foreign criminal jurisdiction reports
- 6 M499 Prepare or type official duty certificates

0030 ST0203 - Foreign Matters Reports

- 1 M483 Assemble lists of trial observers
- 2 M500 Prepare or type reports on personnel confined in foreign penal institutions
- 3 M501 Prepare or type requests for, or responses to, waiver of host jurisdiction
- 4 M504 Prepare reports on international agreements

0031 ST0108 - Local Natinal Attorneys

- 1 M482 Assemble lists of local national attorneys
- 2 M492 Prepare deployment planning guides
- 3 M493 Prepare legal annexes to war plans
- 4 M508 Procure local national attorneys

0032 ST0139 - Budget & Voucher

- 1 M491 Prepare budget contracts for foreign or tax law studies
- 2 M505 Prepare requests and vouchers for payment of bail bond fees or other expenses
- 3 M506 Prepare vouchers for local national attorneys
- 4 M511 Schedule visits to personnel confined in foreign countries

0033 Tasks not referenced

- | | | |
|----|------|---|
| 1 | A3 | Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans |
| 2 | A4 | Develop local data bases |
| 3 | A15 | Plan facility layouts |
| 4 | A18 | Plan transportation requirements |
| 5 | A20 | Schedule audits or inspections |
| 6 | B25 | Conduct debriefings |
| 7 | B32 | Direct maintenance of law libraries |
| 8 | B34 | Implement cost-reduction programs |
| 9 | B37 | Implement suggestion programs |
| 10 | B42 | Participate in board, committee, or council meetings |
| 11 | B44 | Supervise military personnel with AFSC other than 5J0X1 |
| 12 | B48 | Supervise Paralegal Superintendents (AFSC 5J091) |
| 13 | C49 | Analyze self-inspection reports |
| 14 | C51 | Conduct self-inspections |
| 15 | C58 | Evaluate suggestions |
| 16 | C59 | Indorse civilian performance appraisals |
| 17 | C60 | Indorse enlisted performance reports (EPRs) |
| 18 | C66 | Write changes to publications |
| 19 | C69 | Write inspection reports |
| 20 | C71 | Write recommendations for correcting inspection deficiencies |
| 21 | D75 | Conduct formal resident training courses |
| 22 | D77 | Conduct training, other than OJT or formal resident training |
| 23 | D78 | Coordinate Defense Paralegal (DP) or Circuit Court Administrator (CCA) training with bases, commands, or other technical services |
| 24 | D79 | Coordinate formal resident course training requirements with bases, commands, or other technical services |
| 25 | D80 | Develop course training standards |
| 26 | D86 | Evaluate formal resident courses |
| 27 | D91 | Plan training, other than DP, CCA, OJT or formal resident training |
| 28 | D93 | Prepare AF Forms 1560 (Individual Mobilization Augmentee Wartime Job Description) for reservists |
| 29 | D94 | Prepare AF Forms 1561 (Individual Mobilization Augmentee Participation Schedule Worksheet) |
| 30 | D97 | Prepare Professional Military Education (PME) briefings |
| 31 | D98 | Prepare specialty training standards (STSs) |
| 32 | D101 | Review STSs |
| 33 | D104 | Write career development courses (CDCs) materials |
| 34 | D107 | Write training reports |
| 35 | D108 | Write volunteer training guides |
| 36 | E113 | Coordinate adverse actions with base agencies |
| 37 | E114 | Destroy classified files |
| 38 | E115 | Develop office programs for computers |
| 39 | E119 | Evaluate CDCs |
| 40 | E139 | Process congressional or high level inquiries |

41	E146	Request building or grounds maintenance
42	E149	Schedule conferences
43	F152	Assist in aircraft or missile mishap investigations
44	F157	Brief or assist clients with Internal Revenue Service (IRS) audits
45	F158	Conduct preventive law briefings, such as newcomers orientation or Law of Armed Conflict
46	F159	Conduct will briefings
47	F161	Interview clients for preparation of simple wills
48	F162	Notarize documents
49	F163	Prepare miscellaneous legal reviews
50	F166	Prepare or type general investigative reports
51	F167	Prepare or type legal assistance reports
52	F168	Prepare or type legal reviews of actions, such as administrative discharges or demotions
53	F169	Prepare or type legal reviews of line of duty (LOD) determinations
54	F170	Prepare or type legal reviews of reports of survey
55	F171	Prepare or type letters requesting financial disclosure statements
56	F172	Prepare or type litigation reports
57	F173	Prepare or type magistrate court documents
58	F175	Prepare or type preventive law bulletins
59	F176	Prepare or type preventive law handbook factsheets
60	F177	Prepare or type preventive law newspaper articles
61	F179	Prepare simple wills
62	F180	Prepare support documents for special security files
63	F181	Process and review special security files
64	F182	Process Article 138, Uniform Code of Military Justice (UCMJ), complaints
65	F183	Process civilian real estate reimbursement claims
66	F184	Process codicils
67	F185	Process contracts
68	F187	Process financial disclosure statements
69	F188	Process Freedom of Information Act or Privacy Act requests
70	F189	Process general investigative reports
71	F190	Process off-duty employment applications
72	F191	Process requests for release of military personnel to civilian authorities
73	F193	Request information from Federal Legal Information through Electronics (FLITE) system
74	F194	Schedule military law seminars
75	F195	Search directives, files, or legal references for information, such as opinions and decisions
76	F196	Type special security files
77	G209	Prepare headquarters analyses of Article 15, UCMJ, AMJAMS inputs
78	G211	Prepare or type Article 15, UCMJ, appellate actions
79	G213	Prepare or type Article 15, UCMJ, decision letters
80	G225	Review Article 15, UCMJ, appellate actions
81	H232	Analyze AMJAMS reports
82	H236	Arrange for supervisory reviews of summary court-martial records of trials
83	H237	Authenticate court-martial orders
84	H239	Conduct Article 137, UCMJ, briefings
85	H240	Conduct witness interviews
86	H241	Coordinate appointment or assumption of command orders with appropriate agencies
87	H245	Coordinate witness fundings
88	H246	Copy records of trial

89	H247	Develop court-martial processing checklists
90	H252	Docket court-martials
91	H254	Edit AMJAMS products
92	H255	Follow-up on suspenses in Daily Record of Transactions
93	H256	Monitor and report on special interest cases
94	H257	Monitor pretrial restraint or post-trial confinement
95	H259	Monitor status of excess leave personnel
96	H261	Perform bailiff duties during court-martials
97	H263	Prepare advice on orders for rehearings
98	H271	Prepare or type AMJAMS strength reports
99	H276	Prepare or type court-martial base activities reports
100	H284	Prepare or type delay requests
101	H286	Prepare or type discovery requests
102	H289	Prepare or type letters concerning submission of matters to convening authority
103	H290	Prepare or type pretrial agreements
104	H291	Prepare or type pretrial confinement hearing reports
105	H293	Prepare or type requests for recall of reservists to active duty for court-martials
106	H296	Prepare or type stipulations
107	H299	Prepare requests for country clearances for witnesses
108	H301	Prepare witness payment vouchers
109	H305	Process discovery requests
110	H310	Process requests for individual military defense counsel
111	H311	Process witness payment vouchers
112	H313	Procure convening authority approval of expert witnesses
113	H317	Request civilian witnesses for court-martials
114	H319	Request military judges
115	H320	Request military witnesses for court-martials
116	H324	Research charges and specifications for courts-martial actions
117	H325	Review allied papers for insertion in records of trial
118	H328	Review Daily Register of Transactions on military justice actions
119	H329	Review DD Forms 494
120	H330	Review evidence to determine appropriateness for military justice actions
121	H331	Review general or special court-martial orders for administrative accuracy and legal sufficiency
122	H332	Review records of trial by court-martials for administrative accuracy and legal sufficiency
123	H339	Type trial briefs
124	I348	Prepare and type AF Forms 138 (Post-Trial Clemency Evaluation)
125	I349	Prepare and type case summary reports
126	I356	Prepare and type initial case analyses
127	I359	Prepare and type petitions for new trials
128	I360	Prepare and type petitions for rehearings
129	I361	Prepare and type petitions for reviews by courts of military appeals
130	I369	Prepare and type withdrawals of petitions for reviews
131	I372	Suspense Article 15, UCMJ, actions for 4-month mitigation follow-ups
132	J373	Assemble documentation for administrative board actions
133	J375	Assemble documentation for collateral investigations
134	J376	Assemble documentation for flying evaluation board (FEB) actions
135	J377	Assemble miscellaneous proceedings
136	J379	Authenticate records of trial

137	J382	Mark exhibits
138	J385	Prepare oral depositions
139	K393	Analyze claims management data listings or reports
140	K394	Annotate claims funds logs
141	K396	Assemble investigative files on potential claims
142	K403	Conduct claims investigations
143	K404	Coordinate claims with other investigative agencies
144	K408	Edit claims management products
145	K412	Maintain potential claim files
146	K419	Pick up or turn-in items for salvage
147	K420	Prepare briefs on potential claims of major accidents or incidents
148	K428	Prepare documents or files for transmittal to US Attorney or Justice Department
149	K431	Prepare or type DD Forms 1843 (Demand on Carrier/Contractor)
150	K436	Prepare seven-point memorandums
151	K439	Process admiralty claims
152	K440	Process Air National Guard claims
153	K441	Process Article 139, UCMJ, claims
154	K445	Process Civil Air Patrol claims
155	K447	Process claims under foreign claims act
156	K452	Process international agreement claims
157	K456	Process personnel clothing claims
158	K459	Process unearned transportation charges
159	K463	Review security police blotters for potential claims
160	K466	Review completed claims files prior to payment
161	K467	Review direct procurement method (DPM) contracts
162	K470	Suspense payment vouchers
163	L476	Maintain law library microfiche files
164	L478	Prepare certificates of transfer
165	L480	Prepare status reports on receipt or nonreceipt of publications
166	M485	Conduct prison visits
167	M486	Conduct service of processes
168	M490	Maintain lists of trial observers
169	M494	Prepare or publish project pitfall letters
170	M495	Prepare or type case files on individuals charged in foreign courts
171	M496	Prepare or type custody release certificates
172	M498	Prepare or type notices to court prosecutors of designated trial observers
173	M502	Prepare or type Serious Incident Reports (SIRs)
174	M503	Prepare or type trial observer reports
175	M507	Process solatium payments with foreign parties
176	M509	Review or update rules of engagement
177	M510	Schedule medical examinations for personnel confined in foreign countries

APPENDIX C
UNSUPPORTED STS ENTRIES

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TABLE C1

STS ITEMS NOT SUPPORTED BY SURVEY DATA

STS ITEM/TASK	TNG EMP	PERCENT MEMBERS PERFORMING					TSK DIF
		MIL JUS	CLM CLS	DEF PAR	CIV GEN	LAW MGR	
<u>8b(3)</u> <u>Post law publications</u>							
L476 Maintain law library microfiche files	2.59	9	7	19	0	14	4.45
<u>10d(1)</u> <u>Transcribe</u>							
J390 Transcribe summarized records of trial	5.39	7	7	17	5	2	7.56
<u>12b.</u> <u>State law studies</u>							
F177 Prepare or type preventive law newspaper articles	2.27	12	3	8	15	8	4.96
F176 Prepare or type preventive law handbook factsheets	1.93	3	3	4	5	4	4.81
<u>12c.</u> <u>Cross-feed information files</u>							
F175 Prepare or type preventive law bulletins	2.07	5	1	4	5	12	4.38
F193 Prepare or publish project pitfall letters	.86	0	1	0	0	0	6.16
<u>13b.</u> <u>Process adverse administrative actions</u>							
F181 Process and review special security files	1.27	4	0	0	0	2	5.40
F180 Prepare support documents for special security files	1.23	5	1	0	0	3	5.01
F196 Type special security files	.84	2	1	0	0	2	4.66

<u>13b(4)</u>	<u>Article 138, UCMJ complaints</u>								
F182	Process Article 138, Uniform Code of Military Justice (UCMJ), complaints	2.45	5	1	0	0	3	5.61	
<u>13c(1)</u>	<u>Freedom of Information Act Request</u>								
F188	Process Freedom of Information Act or Privacy Act	2.41	6	1	4	10	8	5.44	
<u>13c(2)</u>	<u>Privacy Act</u>								
F188	Process Freedom of Information Act or Privacy Act	2.41	6	1	4	10	8	5.44	
<u>13c(3)</u>	<u>Release of information for litigation</u>								
F172	Prepare or type litigation reports	1.75	3	1	2	0	2	5.83	
F173	Prepare or type magistrate court documents	1.41	14	2	0	5	2	5.58	
<u>13c(5)</u>	<u>Appearance of witnesses for civilian tribunals</u>								
F191	Process requests for release of military personnel to civilian authorities	1.39	1	1	0	0	0	5.37	
<u>13d(1)</u>	<u>Foreign criminal jurisdiction program</u>								
M484	Brief accused and unit personnel on international hold requirements or international law case requirements	1.41	1	1	0	0	1	5.14	
M489	Maintain lists of local national attorneys	1.39	0	1	0	0	2	4.41	
M507	Process solatium payments with foreign parties	1.25	0	1	0	0	0	6.42	
M501	Prepare or type requests for or responses to, waiver of host jurisdiction	1.11	0	1	0	0	1	6.34	
M486	Conduct service of processes	1.09	0	0	0	0	0	5.56	
M496	Prepare or type custody release certificates	1.02	0	0	0	0	0	6.15	
M482	Assemble lists of local national attorneys	.93	0	1	0	0	1	4.86	
M510	Schedule medical examinations for personnel confined in foreign countries	.84	0	0	0	0	0	5.63	
M505	Prepare requests and vouchers for payment of bail bond fees or other expenses	.75	0	1	0	0	0	6.04	
M499	Prepare or type official duty certificates	.70	0	1	0	0	0	5.36	

<u>13d(1)(a)</u>	<u>Prepare reports</u>								
M497	Prepare or type foreign criminal jurisdiction reports								
<u>13d(1)(a)(2)</u>	<u>Confinement</u>								
M500	Prepare or type reports on personnel confined in foreign penal institutions								
<u>13d(1)(a)(3)</u>	<u>Trial observer</u>								
M490	Maintain lists of trial observers								
M503	Prepare or type trial observer reports								
M483	Assemble lists of trial observers								
M498	Prepare or type notices to court prosecutors of designated trial observers								
<u>13d(1)(a)(4)</u>	<u>Monthly visitation</u>								
M485	Conduct prison visits								
M511	Schedule visits to personnel confined in foreign countries								
<u>13d(1)(a)(5)</u>	<u>Serious or unusual incident</u>								
M502	Prepare or type Serious Incident Reports (SIRs)								
<u>13d(1)(a)(6)</u>	<u>Individual Case</u>								
M495	Prepare or type case files on individuals charged in foreign courts								
<u>13d(1)(b)</u>	<u>Prepare counsel agreement</u>								
M508	Procure local national attorneys								
<u>13d(1)(c)(1)</u>	<u>Contract for counsel</u>								
M508	Procure local national attorneys								

<u>13d(1)(c)(2) Payment of counsel fees</u>									
M506	Prepare vouchers for local national attorneys	1	1	0	0	0	5.73		
<u>13d(1)(c)(3) Payment of counsel expenses</u>									
M506	Prepare vouchers for local national attorneys	1	1	0	0	0	5.73		
<u>13d(3) Federal magistrate court system</u>									
F178	Prepare or type revocation documents	5	1	0	0	2	4.60		
F192	Process revocation actions	8	1	0	5	4	4.45		
F173	Prepare or type magistrate court documents	14	2	0	5	2	5.58		
<u>13d(6) Contract Law</u>									
F185	Process contracts	2	1	0	0	2	6.33		
<u>13d(10) International law</u>									
M488	Determine jurisdiction of cases under Status of Forces Agreements	0	1	0	0	1	6.28		
M487	Coordinate matters of international law or status of forces agreements with local authorities	1	1	0	0	0	6.41		
M492	Prepare deployment planning guides	0	0	0	0	2	6.69		
M504	Prepare reports on international agreements	0	1	0	0	1	6.81		
M493	Prepare legal annexes to war plans	0	0	0	0	2	6.98		
M509	Review or update rules of engagement	0	1	0	0	0	6.72		
<u>13d(12) Fiscal Law</u>									
F186	Process dependent misconduct actions	5	0	0	15	6	5.20		
F171	Prepare or type letters requesting financial disclosure statements	2	0	6	0	4	4.76		
F187	Process financial disclosure statements	1	1	6	5	4	5.40		
M491	Prepare budget contracts for foreign or tax law studies	0	1	0	0	0	6.76		
<u>14d(1) Trial procedures for SCM</u>									
H237	Authenticate court-martial orders	19	1	0	0	9	5.26		

<u>14d(4)</u>	<u>Interlocutory issues</u>								
H280	Prepare or type DD Forms 456 (Interrogatories and Dispositions)								
<u>14e(25)</u>	<u>Petition for new trial</u>								
H263	Prepare advice on orders for rehearings								
<u>14h(1)</u>	<u>Process Article 69, UCMJ, applications</u>								
H272	Prepare or type applications for relief under Article 69, UCMJ								
<u>14h(2)</u>	<u>Prepare certificate of correction</u>								
H273	Prepare or type certificate of correction								
<u>15e(4)</u>	<u>Emergency payments</u>								
K458	Process requests for emergency payments								
<u>15k</u>	<u>Major accident responses</u>								
K420	Prepare briefs on potential claims of major accidents or incidents								
F152	Assist in aircraft or missile mishap investigations								
<u>18c.</u>	<u>Foreign Claims Act</u>								
K447	Process claims under foreign claims act								
<u>18d</u>	<u>Medical Malpractice claims</u>								
K453	Process medical malpractice claims								
<u>18e</u>	<u>International Agreement claims</u>								
K452	Process international agreement claims								
3.23		12	0	0	0	1			5.37
2.57		8	1	0	0	1			5.12
2.70		7	0	6	0	2			5.04
3.18		11	0	0	0	2			4.90
4.27		2	18	0	0	1			5.19
2.34		2	17	0	0	1			6.27
2.11		5	7	4	5	8			6.85
2.32		2	10	0	0	2			6.62
2.75		2	18	0	0	1			7.74
2.14		1	6	0	0	0			6.87

<u>18f</u>	<u>Use of Government Property claims</u>								
K460	Process use of government property claims	1	16	0	0	0	0	5.72	
<u>18g</u>	<u>National Guard claims</u>								
K440	Process Air National Guard claims	1	13	0	0	0	0	6.21	
<u>19a</u>	<u>Federal Medical Care Recovery Act</u>								
K451	Process hospital recovery claims	4	18	4	0	2	2	6.52	
<u>19a(1)(b)</u>	<u>Process AF Form 438</u>								
K465	Review AF Forms 438 (Medical Care Third Party Liability Notification) for potential claims	3	18	4	0	3	3	4.04	
<u>19a(1)(e)</u>	<u>Monitor</u>								
K416	Perform follow-up actions on hospital recovery claims	3	18	4	0	3	3	4.90	
<u>19a(4)</u>	<u>Settlement</u>								
K428	Prepare documents or files for transmittal to US Attorney or Justice Department	2	14	0	0	0	0	5.57	
<u>20</u>	<u>Process Article 139, UCMJ Claims</u>								
K441	Process Article 139, UCMJ, claims	1	12	0	0	1	1	6.25	
<u>21</u>	<u>ADMIRALTY CLAIMS</u>								
K439	Process admiralty claims	0	3	0	0	0	0	6.35	
<u>22</u>	<u>CIVIL AIR PATROL</u>								
K445	Process Civil Air Patrol claims	0	6	0	0	0	0	6.35	

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 3.03; S.D. = 1.75 (HIGH = 4.78)